STRATEGIC PLAN FOR FISCAL YEARS

2008-09 THROUGH 2012-13

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

JULY 1, 2007

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STRATEGIC PLAN
OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE
FISCAL YEARS 2008-09 THROUGH 2012-13

VISION

The Office of State Examiner is committed to providing for the successful operation of the Municipal Fire and Police Civil Service at the local level; building on a foundation of integrity, while seeking to inspire the confidence and trust of local governing officials, civil service boards, and employees in a system based upon merit, efficiency, fitness, and length of service.

MISSION

The mission of the Office of State Examiner, Municipal Fire and Police Civil Service, is to administer an effective, cost-efficient civil service system based on merit, efficiency, fitness, and length of service, consistent with the law and professional standards, for fire fighters and police officers in all municipalities in the State having populations of not less than 7,000 nor more than 500,000 inhabitants to which the law applies, and in all parish fire departments and fire protection districts regardless of population, in order to provide a continuity in quality of law enforcement and fire protection for the citizens of the State in rural and urban areas.

PHILOSOPHY

The citizens of Louisiana, and the dedicated fire fighters and police officers who protect them, are entitled to a municipal fire and police civil service system founded in fairness and integrity, and built on the concept of dedication and excellence of service.

GOALS

I. To develop and maintain validated classification plans in cooperation with the Municipal Fire and Police Civil Service Board in each jurisdiction which describe the grouping of like positions within the respective fire and police departments into classes which may be treated the same for all personnel purposes, the arrangement of which is designed to show the principal and natural lines of promotion and demotion, and which provide qualification requirements necessary for eligibility for admission to the respective examinations.

(Louisiana Revised Statutes, 33:2479(G)(1),(2),(5) and 33:2539(1),(2),(5))

II. To prepare and administer valid tests of fitness, developed according to professionally acceptable standards, for determining eligibility for initial appointment or promotion to classified positions in the respective fire and/or police departments of the municipalities and fire protection districts, score the tests and furnish the results to the local civil service boards for which the tests are given.

(Louisiana Revised Statutes, 33:2479(G)(1),(3) and 33:2539(1),(3))

III. To provide operational guidance in the legal requirements of the Municipal Fire and Police Civil Service System to the local civil service boards, governing and appointing authorities, department chiefs, employees of the classified fire and police services, and other local officers regarding the duties and obligations imposed upon them by civil service law and relevant State and Federal laws pertaining to the administration and management of personnel within the classified service.

(*Louisiana Revised Statutes, 33:2479(G)(1),(4),(5),(6) and 33:2539(1),(4),(5),(6))*

OBJECTIVES, STRATEGIES, AND RELATED PERFORMANCE INDICATORS

? **GOAL I: To develop and maintain validated classification plans in cooperation with the Municipal Fire and Police Civil Service Board in each jurisdiction which describe the grouping of like positions within the respective fire and police departments into classes which may be treated the same for all personnel purposes, the arrangement of which is designed to show the principal and natural lines of promotion and demotion, and which provide qualification requirements necessary for eligibility for admission to the respective examinations.**

OBJECTIVE I.1: To improve the content validity of the classification plan for each jurisdiction by assuring that each class description is supported by job analysis data not greater than five years old by June 30, 2013.

STRATEGY I.1.1 Conduct new job analyses for all classes not supported by job analysis data which is less than five (5) years old and, where necessary, make recommendations to local civil service boards on class plan changes.

STRATEGY I.1.2 Develop validity documentation for qualification requirements recommended for all classes.

PERFORMANCE INDICATORS:

Input: Baseline number of class descriptions.
Baseline number of class descriptions not supported by job analysis data less than five (5) years old.
Baseline number of class descriptions not having content validity documentation supporting qualification

requirements.

Output: Number of new job analyses conducted to provide documentary support of class descriptions.

Number of recommendations made to local civil service boards to amend class plans based upon job analysis data less than five (5) years old.

Number of class descriptions whose qualification requirements are supported by new job analysis documentation.

Outcome: Percent of class descriptions meeting the criteria of having job analysis support less than five (5) years old.

Percent of class descriptions with qualification requirements supported by appropriate validity documentation.

OBJECTIVE I.2: By June 30, 2013, improve efficiency of service to local civil service boards by providing timely recommendations to civil service boards on needed class plan changes following all job analyses within ninety (90) days of receipt of job analysis information, and by providing updated class descriptions on changes adopted by boards within ten (10) days of receiving minutes of meeting.

STRATEGY I.2.1 Develop and maintain an integrated database which will provide targets for completion of needed class plan revisions at the time the job analysis data is received and minutes are reviewed.

STRATEGY I.2.2 Cross train professional personnel so that more manpower will be available for developing class plans when peak periods of activity are experienced.

STRATEGY I.2.3 Provide classification personnel with timely access to board minutes reported to the Office of State Examiner by scanning minutes into database to be developed for this purpose.

PERFORMANCE INDICATORS:

Input: Baseline average number of workdays between the date of receipt of job analyses data and the date a recommendation to revise the class plan is sent to the board.

Baseline average number of days between receipt of minutes of board meeting wherein the adoption of class plan revisions is recorded and the date on which final

adopted version is forwarded to the civil service board.
Baseline number of class descriptions identified as requiring revision following receipt of recent job analysis.

Output: Number of new job analyses conducted to provide documentary support for class descriptions.
Number of class description recommendations made to local civil service boards.

Outcome: Average number of workdays between date of receipt of job analysis data and date of recommendation on class plan change to civil service board.
Average number of days between receipt of minutes of board meeting identifying changes adopted to class plan and the date on which final adopted version is forwarded to the civil service board.

Efficiency: Percent reduction in response time between receipt of job analysis data and recommendation for class plan revision.
Percent reduction in response time between receipt of minutes and forwarding final adopted version of class plan document.

? **GOAL II: To prepare and administer valid tests of fitness, developed according to professionally acceptable standards, for determining eligibility for initial appointment or promotion to classified positions in the respective fire and/or police departments of the municipalities and fire protection districts, score the tests and furnish the results to the local civil service boards for which the tests are given.**

OBJECTIVE II.1: By June 30, 2013, improve the validity of examinations developed by the Office of State Examiner so that candidates identified as eligible will have the knowledge and skills necessary to be placed in a working test period, and so that examinations administered will be legally defensible.

STRATEGY II.1.1 Develop documentary support for the use of scores for ranking purposes on standard, multi-jurisdictional promotional examinations through input of experts in the fire and police services.

STRATEGY II.1.2 Develop promotional exams, when requested, to include knowledge of local operating procedures, enter into agreement with local officials to provide updated procedures on an ongoing basis.

STRATEGY II.1.3 Develop standard, multi-jurisdictional entrance fire prevention and fire investigation examinations for use in as many levels statewide as possible.

STRATEGY II.1.4 Develop standard, multi-jurisdictional entrance examinations validated as selection procedures for the classes of Police Communications Officer, Fire Communications Officer, Corrections Officer, Fire Department Records Clerk, Police Department Records Clerk, Secretary to the Fire Chief and Secretary to the Police Chief.

PERFORMANCE INDICATORS:

Input:
- Baseline number of standard, multi-jurisdictional promotional examinations.
- Baseline number of non-standard, promotional examinations.
- Baseline number of new statewide, multi-jurisdictional entrance fire prevention and fire investigation examinations.
- Baseline number of existing statewide, multi-jurisdictional entrance examinations.

Output:
- Number of new standard, multi-jurisdictional promotional examinations developed having documentary support for score ranking.
- Number of new non-standard promotional exams developed which measure knowledge of local operating procedures.
- Number of new standard, multi-jurisdictional entrance fire prevention and fire investigation examinations developed and validated.
- Number of existing standard, multi-jurisdictional entrance examinations updated.

Outcome:
- Percent of standard, multi-jurisdictional promotional examinations for which documentary support for score ranking has been established.
- Percent of non-standard, promotional exams which measure knowledge of local operating procedures.
- Percent of existing statewide multi-jurisdictional entrance examinations updated.

Outcome & Efficiency:

Number of challenges to where a civil service board, court, or other regulatory entity such as the Department of Justice or the Equal Employment Opportunity Commission has found that an examination, developed and administered by the OSE was not appropriate. (The standard to which we aspire is to have 0 decisions finding fault with our examinations.)

OBJECTIVE II.2: By June 30, 2013, to provide examination scores to local civil service boards within 80 days from receipt of exam request despite an anticipated 50% increase in number of jurisdictions to which the system is applicable.

STRATEGY II.2.1 Develop relational database computer application to assist in moving examinations through the developmental and grading process in a timely manner.

STRATEGY II.2.2 Increase efficiency of staff by cross training on key functions such as grade, analysis and report preparation.

STRATEGY II.2.3 Improve features of custom test generation software to eliminate much of the word processing work required to produce examinations, study guides, and reports.

PERFORMANCE INDICATORS:

Input:	Number of examination requests
	Baseline average number of workdays from date of examination request to date scores are mailed.
Outcome:	Number of workdays from date of examination request to date scores are mailed.
Efficiency:	Percent reduction in the average number of workdays from date of examination request to date scores are mailed.

OBJECTIVE II.3: Improve quality of examinations and efficiency of exam preparation by conducting a comprehensive review and update of all test questions in OSE database from which tests are drawn by June 30, 2013.

STRATEGY II.3.1 Provide training to five members of the professional staff each year (on a rotating basis) in the principles of item writing and test validation methodology through the International Personnel Management Association Assessment Council. Encourage employees to obtain professional certification through this organization.

STRATEGY II.3.2 Review item bank to remove outdated items which cannot be sourced to recognized text, or which do not perform as expected in measuring job knowledge.

STRATEGY II.3.3 Convert item bank from DOS format to Windows format.

STRATEGY II.3.4 Improve integration of grading and test construction software programs by providing for data on item performance to be automatically posted following the administration of each examination.

STRATEGY II.3.5 Revise test questions in item bank, as necessary, to comply with agency and technical standards for item construction.

STRATEGY II.3.6 Develop new test questions, as necessary, to provide a sufficient database from which job knowledge in specific classes may be evaluated.

PERFORMANCE INDICATORS:

Input:	Baseline number of test questions in item bank.
Output:	Number of test items reviewed and removed from item bank.
	Number of test items updated or revised.
	Number of test items researched and sourced to new reference edition.
	Number of new test items written to satisfy requirements of examination plans.
Outcome	Number of test questions which must be removed during the grading process due to problems with item construction or source.

? **GOAL III.** **To provide operational guidance in the legal requirements of the Municipal Fire and Police Civil Service System to the local civil service boards, governing and appointing authorities, department chiefs, employees of the classified fire and police services, and other local officers regarding the duties and obligations imposed upon them by civil service law and relevant State and Federal laws pertaining to the administration and management**

of personnel within the classified service.

OBJECTIVE III.1: To provide initial orientation by June 30, 2013, to local governing authorities in 27 new jurisdictions to which the system applies concerning the requirements of Municipal Fire and Police Civil Service Law, and assisting such entities in establishing civil service boards.

STRATEGY III.1.1 Establish initial contact with local officials (mayors, fire board of commissioners, department chiefs) of potential jurisdictions to determine if criteria for inclusion in the system has been met, and offer advice and assistance on the provisions of the Municipal Fire and Police Civil Service system.

STRATEGY III.1.2 Develop and utilize a database tracking system with specific follow-up dates for contacts with potential jurisdictions.

STRATEGY III.1.3 Attend meetings in local areas as may be necessary in order to explain the process of establishing civil service system and answer questions and concerns.

STRATEGY III.1.4 Provide technical support as needed over the phone and by correspondence.

STRATEGY III.1.5 Establish a working relationship with the Office of Attorney General in order to encourage potential jurisdictions required be in the system to comply with the provisions of civil service law.

STRATEGY III.1.6 Swear in new civil service boards and provide initial training in the functions and responsibilities of the civil service board.

<u>PERFORMANCE INDICATORS</u>:

Input: Number of jurisdictions for which boards have been sworn in.
Number of potential jurisdictions identified as meeting the criteria for establishing a civil service system.

Output: Number of potential jurisdictions for which initial orientation has been completed.

Outcome: Percentage of jurisdictions identified as meeting applicability requirements for inclusion in system for which initial orientation has been completed.
Number of new jurisdictions added for which boards have been sworn in.
Percent increase in number of sworn jurisdictions for

which boards have been sworn in.

OBJECTIVE III.2: To improve service to jurisdictions through timely support to those involved in the operation of the system at the local level through telephone support, correspondence, seminars, individual orientation sessions, and revised training materials with interactive components by June 30, 2013.

STRATEGY III.2.1 Provide telephone support to individuals with operational questions about the system by responding to questions within twenty-four hours.

STRATEGY III.2.2 Provide each board member and board secretary with an operations manual and accompanying interactive CD-rom which serves as a reference for the proper completion of various forms, including personnel action forms, posting notices, and subpoenas.

STRATEGY III.2.3 Provide written guidance as requested by responding to all written inquiries within seven days.

STRATEGY III.2.5 Conduct training seminars in the operation of the system and relevant personnel matters for appointing authorities or their designees, fire and police chiefs, civil service boards, and board and chief's secretaries.

STRATEGY III.2.6 Establish an online newsletter for the purpose of informing website visitors of news and developments related to the Municipal Fire and Police Civil Service System.

STRATEGY III.2.7 Review minutes of all civil service board meetings reported to the Office of State Examiner in order to offer timely advice on the operation of the system in accordance with civil service law.

STRATEGY III.2.8 Provide supporting information (civil service law, classification plans, board rules, and operations manuals in a searchable CD-rom format to each civil service board and department chief).

STRATEGY III.2.9 Speak to state conferences of employee groups, chief's associations, and associations of appointing authorities when requested.

STRATEGY III.2.10 Track legislation pertinent to the Municipal Fire and Police Civil Service system in order to provide information as requested to persons with a vested interest in the operation of the system.

STRATEGY III.2.11 Conduct a salary survey of all jurisdictions within the Municipal Fire and Police

Civil Service system, and make results available to all jurisdictions and interested parties.

PERFORMANCE INDICATORS

Input:	Number of telephone inquiries received. Number of written requests for guidance. Number of civil service minutes reviewed.
Output:	Number of newsletters published per year.
Outcome:	Number of individuals trained through seminars or individual orientation.
Efficiency:	Percent of telephone inquiries handled within twenty-four hours. Percent of written requests for guidance handled within seven days.
Quality:	Percentage of seminar attendees rating training as informative and helpful.

OBJECTIVE III.3: To maintain, during each fiscal year through June 30, 2013 , the percentage of personnel action forms (PAFs)which must be returned to local jurisdictions for correction at 1% of all PAFs reviewed, through training of local personnel and the development and distribution of interactive computer-based tutorials.

STRATEGY III.3.1 Review all personnel action forms reported by local civil service board and enter into agency database.

STRATEGY III.3.2 When personnel actions are not made in accordance with the law, return PAFs reporting such to the local civil service board along with a written explanation of the problem.

PERFORMANCE INDICATORS:

Input:	Number of personnel action forms received.
Output:	Number of personnel action forms reviewed for compliance with civil service law.
Outcome:	Number of personnel action forms returned to jurisdictions for corrections because of errors in applications of civil service law.
Efficiency:	Percentage of PAFs reviewed which are returned for correction.

OBJECTIVE III.4: To increase service to jurisdictions and to applicants for employment in the system through the e-government concept by adding at least one new category each year through June 30, 2013.

STRATEGY III.4.1	To provide a virtual desktop with secure access by civil service board secretaries where they can prepare posting notices, subpoenas, etc.
STRATEGY III.4.2	Provide summaries of Attorney General Opinions relevant to the Municipal Fire and Police Civil Service.
STRATEGY III.4.3	Provide summaries of Appellate and Supreme Court decisions relevant to the Municipal Fire and Police Civil Service.
STRATEGY III.4.4	Provide summaries of Ethics Board Opinions relevant to the Municipal Fire and Police Civil Service.
STRATEGY III.4.5	Establish a statewide registry for persons interested in Firefighter, Police Officer, and Communications Officer job opportunities in other jurisdictions.
STRATEGY III.4.6	Provide links to other internet sites related to the Municipal Fire and Police Civil Service System.

PERFORMANCE INDICATORS:

Input:	Number of informational categories on agency website.
Output:	Number of new informational categories added to website.
Outcome:	Number of visitors (hits) to website.
	Percent increase in informational categories on website.

APPENDIX A

DEVELOPMENT
OF
STRATEGIC PLAN

STRATEGIC PLAN
FISCAL YEARS 2008-09 THROUGH 2012-13

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

DEVELOPMENT OF STRATEGIC PLAN
FISCAL YEARS 2008-09 THROUGH 2012-13

SITUATION INVENTORY

Who are the customers/clients, other stakeholders, and expectation groups for the Office of State Examiner?

CUSTOMERS

Customers of government are defined to include anyone who receives or uses the services of a government program or whose success or satisfaction depends upon the actions of a department, office, institution, or program.

The customers of the Office of State Examiner are the members of the local Municipal Fire and Police Civil Service Boards, the classified employees within the system, the departmental chiefs and governing authorities, those candidates seeking employment in the classified service, and those individuals seeking information about the operation of the system. The interests of the respective customers will be discussed separately.

The members of the local Municipal Fire and Police Civil Service Boards, who serve without compensation and who usually lack a background or training in personnel administration, as well as the civil service board secretaries, depend heavily upon the Office of State Examiner (OSE) in the execution of their duties. The OSE works closely with the board members in analyzing positions and allocating them to their rightful place within the classified service, developing and maintaining classification plans, and providing advice on how to conduct meetings and hearings in accordance with State law. At the request of the local board, the OSE develops and administers tests of original entrance and promotion, then furnishes the results to the local board. The OSE also assists the civil service boards in determining if appointments and promotions are made in accordance with civil service law. The assistance and training provided to civil service board members is a continuous process, as board membership changes on a regular basis. The terms of office for civil service board members are for three years, with the terms of the respective appointees expiring on a staggered basis in each jurisdiction.

The classified employees of the Municipal Fire and Police Civil Service depend upon the OSE to ensure that the system functions in the manner in which it was created: to provide a structured, competitive merit system; continuous employment during changes of local government administration, a system of equal pay for equal work, a method through which an employee may seek relief if he feels he has been subjected to discrimination in employment practices or working conditions, as well as relief from unfair disciplinary or corrective actions. The classified employees depend upon the OSE to provide promotional tests that are fair and job related, and to also provide feedback on examination performance so that future study efforts might be guided accordingly. Classified employees also turn to the Office of State Examiner when questions arise about the operation of the Municipal Fire and Police Civil Service system.

The departmental chiefs and governing authorities depend upon the OSE, through the use of validated employment examinations, to provide the local civil service boards with lists of candidates for entrance and promotion who have a reasonable expectation of success in the working test period. The local officials use the group analyses of exam performance provided by this office in analyzing the effectiveness of and guiding departmental training efforts. The departmental chiefs and governing authorities are provided an orderly and efficient system of personnel administration. The departmental chiefs and governing authorities also depend upon the OSE for advice and guidance on the procedures to be followed when disciplining or terminating employees. The OSE works closely with local officials in scheduling examinations so that public safety manpower staffing levels are not compromised during the examination process. The OSE also identifies and provides initial orientation and key support to new jurisdictions entering the system.

Those candidates seeking employment in the classified service depend upon the OSE to develop and utilize tests that are fair and job related, to provide information on locations where upcoming examinations are being administered, and to provide guidance on the process for reporting their scores to jurisdictions other than where they tested, but where employment opportunities might be available or desired.

The final type of customer for the OSE are the individuals seeking records or information of a public nature under the public records statutes. These individuals have an expectation that those records that fall within the public domain will be made available within a reasonable amount of time.

STAKEHOLDERS

Stakeholders are defined as groups or individuals who have a vested interest in the organization.

The stakeholders of the Office of State Examiner include those entities previously identified as customers, as well as employee associations, municipal or civic associations, the citizens of the communities served by the various fire and police departments, and fire and police training facilities. The benefits to the community include professional employees who are employed and promoted on the basis of skills and professional abilities, thus responding to the primary need of public safety in the area. The overall program is geared to provide an equitable employment situation for employees and potential employees within the system, with the end result being greater efficiency within the departments, increased professionalism of employees, improved law enforcement and fire protection within the communities, and sustained higher employee morale.

EXPECTATION GROUPS

Expectation groups are defined as those entities which expect certain levels of performance or compliance but do not receive services from an organization.

The expectation groups associated with the Office of State Examiner include the Equal Employment Opportunity Commission, the Department of Justice, the Legislature, and any court before which the operations of the Office of State Examiner may be reviewed.

The Office of State Examiner is expected to use professionally acceptable standards in conducting job analyses, developing classification plans, and validating examinations that are used as part of the selection process in the respective jurisdictions. The standards by which these activities are reviewed are found in the Equal Employment Opportunity Commission's Uniform Guidelines on Employee Selection Procedures, adopted by four Federal agencies in 1978. In addition, the EEOC also oversees provisions of the Americans With Disabilities Act which pertain to hiring and employment practices.

What services are provided by the Office of State Examiner?

- Testing for entrance and promotion in the respective jurisdictions.
- Lists of eligibles furnished to local civil service boards.
- Study guides and pre-examination booklets.
- Individual and group analyses.
- 24-hour access phone number for information on firefighter and police officer tests.
- Development of classification plans and assistance to the local boards in allocating positions to the appropriate classifications.
- Review of roll calls furnished by local civil service boards for promotional examinations for eligibility of reported individuals according to established board rules.
- Assistance to local civil service boards, governing authorities and employees within the system on the operation of the Municipal Fire and Police Civil Service.
- Seminars for local boards, governing officials, and board secretaries.
- Review of appropriateness of all personnel actions.
- Maintenance of files on all employees within the system.
- Maintenance of web site with frequently requested information.
- Competitive and promotional application forms.

- Newsletter of topics pertinent to those served by this office.

What is the authority of the Office of State Examiner in providing the services identified above?

Article X, Section 16 of the Louisiana Constitution of 1974, and other provisions of the Constitution of 1921, Article 14, § 15.1 not specifically mentioned in R.S. 33:2471 et seq.
Louisiana Revised Statutes 33:2471 through 2508.
Louisiana Revised Statutes 33:2531 through 2568.
Louisiana Revised Statute 33:2591.

What is the history of the operation of the Office of State Examiner, Municipal Fire and Police Civil Service, and what is the current status of the organization?

Historical Perspective - Office of State Examiner

1934 - Act 22 of the Second Extraordinary Session of 1934 created a State Civil Service Commission composed of the following: Governor, Lieutenant Governor, Speaker of the House of Representatives, State Superintendent of Public Education, Attorney General, Secretary of State, and the Superintendent of the Bureau of Criminal Identification and Investigation. The Commission was given the power to investigate the heads of all municipal police and fire departments, except those elected by direct vote of the people and to "require of them proof of their competence to hold such position." The Commission was given the power to remove such head if he was found to be incompetent, as well as the power to pass on all new heads. Members of the police and fire departments could be dismissed by the department head, but his action was subject to review by the Commission. The Commission could also suspend members of the force on its own initiative or, after inquiry or hearing, compel a person's dismissal.

1940 - Act 253 of 1940 created the Municipal Fire and Police Law which applied to cities with populations from 16,000 to 100,000. The six original cities in the system were Alexandria, Baton Rouge, Lafayette, Lake Charles, Monroe, and Shreveport. Act 253 created a five member civil service commission in each city, and also created the office of State Civil Service Examiner to be appointed by the governor with the consent of the Senate. The Municipal Fire and Police Law provided that seniority should be the basis for all promotions, as well as for reductions in force.

The Department of Civil Service temporarily administered the Municipal Fire and Police Civil Service System from 1940 to 1944.

1942 - The population minimum for inclusion in the system was lowered from 16,000 to 13,000, thus including the cities of New Iberia and Bogalusa. In 1942 the system covered 575 classified fire fighters and 500 police officers.

1944 - The Municipal Fire and Police Civil Service was officially separated from State Civil Service on July 27, 1944, by Act 102 of 1944.

1948 - The upper population limit for inclusion in the system was changed from 100,000 to 250,000.

1952 - Act 302 of 1952 incorporated the Fire and Police Civil Service into the Constitution of 1921 by amendment. Following passage by the Legislature, the amendment was approved by the voters in November 1952.

1964 - Act 282 of 1964 broadened the scope of applicability to municipalities with populations of 7,000 to 13,000, and included all fire protection districts.

1970 - Act 643 of 1970 created a classified fire and police civil service in all municipalities having a population between 250,000 and 500,000.

1974 - Article X, Section 16 of the Louisiana Constitution of 1974 provided for the establishment of a system of classified fire and police civil service in municipalities with populations exceeding 13,000, and in all fire protection districts operating a regularly paid fire department. Section 17 provided that permanent appointments shall be made only after certification by the applicable municipal fire and police civil service board under a general system based upon merit, efficiency, fitness, and length of service as provided in Article XIV, Section 15.1 of the Constitution of 1920, subject to change by law enacted by two-thirds of the elected members of each house of the legislature. Section 18 provided that "Except as inconsistent with this Part, the provisions of Article XIV , Section 15.1 of the Constitution of 1921 are retained and continued in force and effect as statutes." The applicable statutes are Louisiana Revised Statutes 33:2471 et seq., and 33:2531 et seq.

1992 - Act 497 of 1992 amended and reenacted Louisiana R.S. 22:1419(A), relative to dedications of the Insurance Rating Commission Expense fund to create the Municipal Fire and Police Civil Service Operating Fund in the state treasury by dedicating 2/100 of 1 percent of gross insurance premiums for the operation of the Office of State Examiner.

1999 - Act 931 of 1999 further amended R.S. 22:1419(A)(2) to provide for increased dedications of the Insurance Rating Commission Expense fund to the Municipal Fire and Police Civil Service Operating Fund in the amounts of 2.25 1/100ths for premiums paid in 1998, 2.37 1/100ths by 2001, and 2.5 1/100ths by 2003 and every year thereafter.

2006 - In the aftermath of Hurricanes Katrina and Rita in August and September, 2005, the Legislature amended the Municipal Fire and Police Civil Service Law, thereby giving the OSE the authority, if needed, to call for and administer certain entrance examinations without requiring civil service board action. Many jurisdictions found themselves suddenly in need of fire and police personnel. While some departments in the most heavily hit areas were almost completely depleted of personnel due to the storms' impact, the increased demand to provide services and protection in response to sudden surges in population taxed the personnel resources in other departments. Following the storms, enabling legislation was passed, which serves to expedite the hiring process for entrance classes. For example, Act 2006 No. 493 gives the OSE the authority to call for and administer competitive entrance tests without local board action. Candidates are able to submit their applications along with their scores to civil service boards statewide, which may then be certified to the appointing authority as eligible for appointment. As a result, the examination and certification process, in many instances, can be reduced by several weeks.

GROWTH OF MUNICIPAL FIRE AND POLICE CIVIL SERVICE SYSTEM 1975 - 2006

FISCAL YEAR	NO. OF JURISDICTIONS	NO. OF CANDIDATES EXAMINED	NO. OF EMPLOYEES IN SYSTEM	OSE STAFF
1974-75	48	3,720	4,245	20
1980-81	52	5,480	5,183	19
1981-82	55	5,320	5,450	19
1982-83	55	7,741	5,550	19
1983-84	55	6,615	5,850	19
1984-85	56	6,593	6,000	16
1985-86	58	8,531	6,100	15
1986-87	63	6,318	5,990	12.75
1987-88	64	7,216	6,175	13
1988-89	68	7,456	6,073	12
1989-90	71	6,777	6,137	12
1990-91	73	6,940	6,407	12
1991-92	76	7,533	6,453	14
1992-93	82	5,835	6,552	14
1993-94	84	6,395	6,668	14
1994-95	88	6,074	6,868	15
1995-96	90	6,523	7,036	15
1996-97	92	6,448	7,306	15
1997-98	93	5,765	7,404	17
1998-99	96	6,250	7,434	17
1999-00	96	6,129	7,647	17
2000-01	96	6,394	7,803	17
2001-02	96	7,281	7,817	17
2002-03	97	5,728	7,914	17
2003-04	100	6,448	8,391	17

FISCAL YEAR	NO. OF JURISDICTIONS	NO. OF CANDIDATES EXAMINED	NO. OF EMPLOYEES IN SYSTEM	OSE STAFF
2004-05	103	6,128	8,348	19
2005-06	104	5,404	8,423	19

Current Status of the Office of State Examiner, Municipal Fire and Police Civil Service

As of June 1, 2007, there are 107 jurisdictions currently served by the Office of State Examiner in 40 parishes throughout the state, including 8,472 classified employees within the system. For a list of jurisdictions with the number of employees, please refer to Appendix D. The table of organization for the Office of State Examiner contains 19 employees, all of whom are in the state classified service (see Appendix E for a current organizational chart).

Duplication of Effort

The Department of State Civil Service and the State Police Commission serve different constituent groups than does the Office of State Examiner, and under different legal authority, and with different provisions of law. While all entities provide civil service examinations and eligibility lists, the Office of State Examiner works exclusively with *local* governing authorities and civil service boards. The Office of State Examiner also must accommodate and adapt to the rule making ability of civil service boards in *each* jurisdiction served by the agency, rather than working under a standard set of rules adopted by one board or commission. Each jurisdiction has its own classification plan, and tests administered by the Office of State Examiner must reflect the requirements of the job as it exists locally. This would be similar to the Department of State Civil Service having to conduct independent job analyses and develop separate examinations appropriate for Administrative Specialist positions in each state agency utilizing that class. The Office of State Examiner also has a different test validation requirement than do the other civil service entities because of the uses and applications made of the test scores according to state law. The Office of State Examiner has no responsibility for recruitment, as do the other entities, in that the local civil service boards in the system bear this responsibility.

ENVIRONMENTAL SCAN – INTERNAL FACTORS

What are the current and projected internal factors that may have an impact on the operations of the Office of State Examiner over the next five years?

The Office of State Examiner currently has nineteen (19) authorized positions. In response to the number of jurisdictions which have been added to the Municipal Fire and Police Civil Service System in accordance with state law, and the corresponding workload associated with the system's growth, two positions were added to the agency's table of organization the 2004 Regular Legislative Session. Despite the increase in the number of positions, the agency's ability to maintain a consistent staffing level continues to be challenged by difficulties in recruiting and retaining qualified employees in a job market in which low unemployment is anticipated to continue for several years to come. Also, several employees are approaching retirement eligibility, and the agency is being proactive in preparing our future workforce. We have looked at each of these problems as objectively as possible, and offer the following analysis:

Employee turnover and difficulty in filling vacancies: One factor in analyzing turnover must be the relatively high employment rate we have experienced in the Baton Rouge area over the last few years. It is difficult to hire and retain qualified employees if the pay we are able to offer is not competitive with the private industry. It is also difficult for a small agency to appear competitive with the larger ones when attracting entry-level employees who have real issues concerning opportunities for career advancement. A second factor is the very high volume of work our employees must produce in order for the OSE to meet its goals in a timely manner. Chronic staffing shortages have forced the agency into paying time and a half overtime inasmuch we cannot afford to lose the valuable hours lost due to compensatory time. This is an adequate short-term solution, but the problem is not defined by peak periods during the year. Our staffing shortage is an ongoing problem throughout the year. As will be discussed below, low employee morale and increased health problems result when employees are not afforded adequate "off" time.

The Office of State Examiner places a high emphasis on making good hiring decisions, and we make such decisions mindful of the long term ability of the OSE to fulfill its mission. Despite the hiring freeze following the hurricanes in the 2005/06 fiscal year and, more recently, in the face of a very competitive job market, we have continued to use the probationary working test period to properly evaluate the performance of new employees and, when necessary, have made the difficult decision to terminate employment. These decisions affect the operations of the agency in both the short-term and the long term: fewer employees are available to handle the increasing workload, and, when vacancies are finally filled, it takes up to two years before new hires reach proficiency.

Employees eligible for retirement: 40% of the employees of the Office of State Examiner will qualify for retirement under one or more eligibility requirements during the period covered by this strategic plan. Two employees currently have thirty or more years of employment with the state of Louisiana, and four other employees will be eligible due either to years of state service or qualifying age. These employees represent 80.1% of the combined agency experience, and, should they be eligible to retire at present, the effect would be a reduction of the current average agency experience from 9.7 years to 2.9 years. Four persons occupy the highest level positions of the agency: the State Examiner, who has 30 years of state service; the Deputy State Examiner, and the two Human Resources Assistant Division Administrators, who oversee the operations and functions of the Testing Division and the Personnel Management and Classification Division. Two employees serve in our testing division: one employee, with 35 years of experience, is our most experienced journeyman level employee in the testing division; the other, with 20 years of experience, develops all exam plans in the testing division.

Employee morale: The OSE recognizes that maintaining a positive work environment contributes to higher employee morale and job satisfaction, which also results in greater productivity. Often, this requires taking simple measures to assure employees have a safe and positive environment in which to work, as well as to being open to opportunities to make adjustments in work assignments in order to keep work interesting and fulfilling. We have been able make adjustments in the agency's organizational structure in order to offer employees greater challenges while also improving services to stakeholders. Office reorganization has resulted, in some instances, in the reallocation of key positions to levels commensurate with responsibility. We also demonstrate a commitment to training that provides necessary tools to accomplish job duties, maximizes efficiency, and increases employee retention. We have made changes in the office culture and policies in order to become more "family friendly," allowing greater flexibility in work schedules. The inclusive, participatory management style of the current State Examiner has also encouraged growth and professional development among all employees, a factor which has impacted positively on the overall morale of the agency.

ENVIRONMENTAL SCAN – EXTERNAL FACTORS

What are the current and projected external factors or issues that may have an impact on the operations of the Office of State Examiner over the next five years?

1. The number of jurisdictions to which the Municipal Fire and Police Civil Service System applies continues to grow, placing greater demands upon our limited resources.

Jurisdictions are required by law to enter the Municipal Fire and Police Civil Service when one of two conditions is met: In the case of a municipality, the system becomes applicable when the city operates a paid fire or police department, and when the population reaches 7,000 or over as a result of the last decennial census. The 2000 Census identified three additional municipalities to which the Municipal Fire and Police Civil Service System will apply. Following the hurricanes of 2005, we anticipate that the 2010 Federal Decennial Census will indicate fluctuations in the populations of several municipalities, such that the system will become applicable to those which heretofore were not required to establish civil service. In the case of a fire protection district, the system becomes applicable when a volunteer department hires at least one regularly paid employee having as a primary responsibility one of the duties identified under Louisiana Revised Statutes 33:2541 (A). Therefore, due to population growth in some areas following the hurricanes, fire protection districts which had previously been volunteer departments, but have since hired full time personnel, will be required to establish civil service. Many jurisdictions are not aware of the requirements or applicability of the system, and the Office of State Examiner, therefore, sees an obligation to identify those entities to which the system applies and offer their governing authorities the essential guidance necessary for compliance with the provisions of this law.

The research involved in identifying new jurisdictions has traditionally been very extensive and time consuming. The decennial census has always been a logical tool to use in identifying new municipalities; however, identifying new paid fire departments was often dependent upon word-of-mouth reports. We verify full time employment in fire districts through supplemental pay records, legislative auditor reports, and information obtained from the Louisiana Firefighters' Retirement System; however, one of the problems encountered is that departments often use a name that is misleading. An example would be fire protection districts which use the name of a small town within its response area as the name of the fire department. The population of the town might be well below the required 7,000 inhabitants (thus making the system not applicable to a *municipal* fire department), but a close examination of the organization of the department may indicate that it is, in fact, a parish fire protection district that would denote applicability of our system.

Also, some departments continue to use the word "volunteer" in their names, despite the fact that some of its personnel are full time paid employees. The advent of internet capabilities within our office, as well as resources made available through other state agency websites such as that of the State Fire Marshal, have given this office the opportunity to identify new jurisdictions with a higher degree of certainty. In the 2001 - 2006 Strategic Plan, we had identified 27 jurisdictions as definitely meeting the criteria for inclusion in our system, and reported that we had identified another 42 jurisdictions that required further research. We have conservatively projected that approximately half of the additional 42 potential jurisdictions will meet system applicability criteria, and this continues to represent an increase of 50% over our current workload. As reported in the 2001 - 2006 Strategic Plan, there were 96 jurisdictions under the MFPCS System. At this writing, there are 107; indicating a significant accomplishment by the OSE over the six-year period.

Of course, the Office of State Examiner has a legal obligation to contact and provide services to all jurisdictions to which the civil service law applies. As noted, our client base is nearly 50% larger than the number of jurisdictions we currently serve, and it continues to grow. Despite a backlog of projects which have accumulated as a result of our chronic staffing shortages, progress is being made; however, it may be considered unreasonable to establish contact with jurisdictions and advise them of system applicability, then not be able to follow through with the required services. In order to mitigate this problem, we have increased the size of our staff to accommodate our dramatic growth in jurisdictions, and have redistributed personnel assignments in order to more efficiently provide services. We have increased staffing in the Personnel Management and Classification Division during the most recent plan period from two personnel to six, and restructured the division's organization in order to be more responsive to jurisdictions' needs. Over the next several years, a significant amount of resources will continue to be devoted to the Personnel Management and Classification Division in order to assimilate and provide operational training to the new jurisdictions. Resources will be gradually redistributed to the Testing Division as the workload shifts to that function once the local systems are operational.

An additional problem with bringing new jurisdictions onboard is that the Office of State Examiner has no legal means of forcing compliance with the provisions of the law. The system is mandatory for those departments meeting eligibility criteria, and the Attorney General has opined that jurisdictions may not simply choose not to be included. It is our intention to establish contact with the Office of the Attorney General in this regard to discuss appropriate methods for requiring compliance.

2. The desire for reform of current civil service provisions.

There are many proponents for change in the system who make convincing arguments that the current legal requirement for promoting the eligible with the greatest total department seniority encourages mediocrity and decreases departmental effectiveness. This position is held primarily by the department administrators and governing authorities. Employee groups, on the other hand, are nervous that changes to the promotional scheme will open the door to political patronage and roadblocks to career advancement for officers who are qualified, yet not in a favored group. The Municipal Fire and Police Civil Service Law was initially enacted in 1940 to eliminate such favoritism not based on merit factors. The argument has been hotly debated before legislative committees, with both sides offering differing views of what constitutes a "merit system."

The Office of State Examiner desires to facilitate discussions between the two client groups in a non-contentious atmosphere that will allow common ground to be explored between the opposing sides of the argument for reform. The essential element is that both parties desire efficiency and safety in the fire and police services. The challenge is finding personnel management tools which will move the system forward while remaining sensitive to the needs and concerns of career fire and police professionals. The State Examiner has been invited to speak before state conventions for both the Professional Firefighters of Louisiana and the Louisiana Police Chiefs' Association, as well as meet with members of the respective groups to discuss the opportunities for change in the system.

The challenge facing the Office of State Examiner is that we must be prepared to move in whatever direction is provided by the Legislature regarding civil service reform. Tests are validated for specific uses, and our tests are currently validated for use on a pass/fail basis as is required by our existing law. Additional documentation is needed and different test formats might be appropriate if the system moves to promoting on the basis of test scores.

3. Continued development and use of e-government techniques and technological advances.

The Office of State Examiner embraces the progressive mission of the State of Louisiana to provide "world-class government services" to its citizens and others through the effective use of technology. The Office of State Examiner attempts to anticipate and be responsive to the needs of those whom we serve through the use of the Internet and the agency's presence on the world wide web. The agency has become a resource of instant support and information in matters related to the fire and police classified service, and we will continue to search for ways which will improve accessibility and expand the availability of information. The Office of State Examiner maintains a website from which visitors may access information about the MFPCS System and the jurisdictions which comprise the system. Included on the website is an interactive personnel action form whereby appointing authorities are able to complete personnel actions online, and print the document for proper distribution. Visitors may track legislation during legislative sessions, access general state statutes which deal with the fire and police services, and obtain copies of certain Attorney General Opinions related to these services. Maintaining an informative and resource-rich website is an objective that has become an important aspect of service to our clients. The Office of State Examiner will endeavor to find new ways to use technology to provide information more effectively and efficiently.

DEVELOPMENT OF GOALS, OBJECTIVES, AND PERFORMANCE INDICATORS

BACKGROUND INFORMATION

Having the benefit of experience from the prior strategic planning cycles, we have viewed the development of this strategic plan as an opportunity to once again evaluate our progress, to assess the needs of our client base, and to focus our efforts and resources. We are aware of our accomplishments, and feel that we offer a level of service which is both professional and effective. We continue to examine problems which occur and to make adjustments as may be necessary. Our goals are derived from the language of the Municipal Fire and Police Civil Service Law, which provides for the duties of the Office of State Examiner, and therefore, defines the legal mission for the Office of State Examiner.

GOAL I

I. To develop and maintain validated classification plans in cooperation with the Municipal Fire and Police Civil Service Board in each jurisdiction which describe the grouping of like positions within the respective fire and police departments into classes which may be treated the same for all personnel purposes, the arrangement of which is designed to show the principal and natural lines of promotion and demotion, and which provide qualification requirements necessary for eligibility for admission to the respective examinations.

The authority for setting this goal is found in Louisiana Revised Statutes 33:2479(G)(1),(2),(5) and 33:2539(1),(2),(5). The Equal Employment Opportunity's *Uniform Guidelines on Employee Selection Procedures* was adopted by four Federal agencies in 1978, and is the standard by which the U.S. Justice Department, the EEOC, and the courts would measure our efforts should we be challenged. The *Guidelines* state that any component of the selection process that is used as a part of the selection process should be validated in accordance with the standards.

Objective I.1

The Municipal Fire and Police Civil Service System has increased from 84 in 1995 to 107, as of June 1, 2007. The lack of staffing in the face of this significant growth has made it difficult for the agency to stay current with demand, and a significant backlog of projects exists despite an increase of two positions in 2004 and the reallocation of personnel resources. At this writing, there are 969 class descriptions for the jurisdictions within the Municipal Fire and Police Civil Service system, of which 411 are supported by job analysis data less than 5 years old. Supporting documentation for the remaining 558 class descriptions is greater than 5 years old, and it is therefore desirable that new job analyses be conducted to update the supporting data and to revise the class descriptions as may be appropriate.

Included in the class descriptions which are targeted for updating are the entrance classes of Jailer/Corrections Officer, Communications Officer, Departmental Records Clerk and Secretary to the Chief. In many instances, these class descriptions have not been revised since they were originally adopted by their respective civil service boards. The OSE anticipates beginning job analyses for these classes in order to assure that all entrance class descriptions are supported by recent validation documentation.

Also, the majority of class descriptions lacks current validity documentation supporting the use of certain qualification requirements that have been adopted by civil service boards. Although this problem was addressed in earlier strategic planning, staffing limitations has not allowed the agency to accomplish this objective. This is a legal exposure for us in that the qualification requirements are absolutely used as part of the selection process, and therefore must be validated according to the *Guidelines*.

Objective I.1 targets having all remaining 411 class descriptions supported by a job analysis less than five years old by June 30, 2013, in order to assure that the class plans are current and validated for use as instruments of the selection process.

<u>Objective I.2</u>

The second major issue with the class plans is that, while we conduct new job analyses in order to prepare the examinations, we have not been as responsive as we would like to be in following up with recommendations for revisions to class descriptions based upon the new analyses. Additionally, where local boards have acted on our recommendations, we need to be more responsive in forwarding the official copies of class plans within a reasonable amount of time. Between FY 01/02 and FY 05/06, we reduced the time frame for submitting class plan changes following job analyses from 155 days to an average of 84 days, and our response time following receipt of board minutes had been reduced from an average of 120 days to 67 days. During FY 06/07, we have experienced a heavy demand for job analysis studies for newly created positions (undoubtedly related to the aftermath of the 2005 hurricanes), such that our ability to submit class plan changes following job analyses has been significantly delayed. Lack of sufficient staffing in the face of this increased demand has prevented us from being more responsive in these areas. However, with adequate resources assigned, we expect that our response time will be significantly improved during this strategic planning period.

<u>GOAL II</u>

II. To prepare and administer valid tests of fitness, developed according to professionally acceptable standards, for determining eligibility for initial appointment or promotion to classified positions in the respective fire and/or police departments of the municipalities and fire protection districts, score the tests and furnish the results to the local civil service boards for which the tests are given.

Our legal authority for setting this goal may be found in Louisiana Revised Statutes 33:2479(G)(1),(3) and 33:2539(1),(3). The professional standards for this goal are also found in the *Uniform Guidelines on Employee Selection Procedures.*

Objective II.1

This objective targets improving the validity of our examinations, and has four strategies for achieving this objective:

Documentary support for use of test scores for ranking purposes. Our Municipal Fire and Police Civil Service Law only requires support for the tests on a pass/fail basis inasmuch as anyone making a score of 75 or higher is eligible for competitive appointments, and promotional appointments must be offered to the person with a score of 75 or higher with the greatest total departmental seniority. Having said this, however, we are aware that some jurisdictions are using the scores for other purposes. One jurisdiction, for example, will not schedule an interview with an individual seeking entrance employment unless he/she scores at least 95 on the test rather than 75. Other jurisdictions utilize scores on examinations in breaking ties in seniority when making promotional appointments. It is therefore incumbent upon our office to develop at least rudimentary support for the scores when used in this manner. Criterion studies are feasible in the entrance classes, although they are very time consuming and expensive to conduct. We are therefore proposing to utilize input from job experts in supporting that the possession of knowledge, skills, and abilities evaluated by our examinations distinguish between levels of performance.

Evaluation of local operating procedures. Chiefs and appointing authorities throughout the MFPCS have requested that we consider including local procedures in our examinations, particularly at certain promotional levels. When the Chiefs and appointing authorities assert that such local procedures are critical to the performance of the job in question and are willing to provide updated procedures on an on-going basis, we would be remiss if we did not develop a content valid examination to the exclusion of such a key dimension. One example may be seen in promotional communications classes in departments utilizing a computer-aided dispatch (CAD) system. The procedures followed in accomplishing the work of these classes is entirely dependent upon local procedures and equipment. It is our goal to identify those jurisdictions and classes requiring the development of local material and to respond accordingly.

Standardized tests for entrance fire prevention and fire investigation classes. We currently have approximately 12 classes in the fire prevention and investigation series, and we are currently in the process of developing standardized examinations for use in as many levels statewide as possible. The entrance fire prevention and fire investigation classes have been particularly troubling to us from the standpoint of validity. The nature of the work and the knowledge required to function in the respective classes is not as adaptable to common job analysis and exam planning techniques as other classes the fire and police services are. It is very difficult, for example, to determine what knowledge is needed from the first day on the job, versus that for which the incumbent might use a reference source to accomplish his duties. At least four standard examinations would probably be possible, and would alleviate some of the burden on the Testing Division for preparing custom examinations for a single use in these classes.

<u>Development of new standardized entrance class examinations:</u> The agency recognizes the growing potential for a legal challenge to one or more of our standard entrance examinations because of the agency's lack of resources over the past several years to adequately maintain contemporary validation information. Steps have been taken to mitigate the possibility of such challenges, such as obtaining licenses for commercially-developed entrance exams. However, we view this approach as a temporary expedience, and not a solution. The OSE has an obligation to prepare and administer tests of fitness for original entrance to applicants for positions in the classified fire and police services. We anticipate that we will conduct statewide job analysis studies for five entrance classes during the FY 08/09 - 12/13 Strategic Plan period.

<u>Objective II.2</u>

We are working toward assimilating additional jurisdictions, which represents an anticipated growth of approximately 50% in the number of jurisdictions served by this office. In the previous strategic plan years, we recognized the need to increase our efficiency in order to maintain a continuation level of services, and we were making progress in that area until the hurricanes of 2005 caused a setback. The OSE has made adjustments in staff assignments and has made other operational changes. Also, we continue to move forward with plans to refine our computer applications, and cross training existing staff in order that they may provide support for other agency human resources functions not directly related to their regular job assignments.

<u>Objective II.3</u>

The quality of our examinations is dependent upon the quality of test questions (items) available to satisfy the requirements of the examination plans. The Office of State Examiner item bank includes over 7,700 test questions from which tests are developed. Continuing from the FY 05/06 to FY 09/10 Strategic Plan, we will continue to remove or revise outdated or poorly performing test questions, to maintain an item bank which is sourced to recent authoritative publications, and to develop new items as needed to grow the item bank.

<u>GOAL III</u>

III. To provide operational guidance in the legal requirements of the Municipal Fire and Police Civil Service System to the local civil service boards, governing and appointing authorities, department chiefs, employees of the classified fire and police services, and other local officers regarding the duties and obligations imposed upon them by civil service law and relevant State and Federal laws pertaining to the administration and management of personnel within the classified service.

Objective III.1

We noted in the FY 01/02-05/06 Strategic Plan that our research indicated that 27 jurisdictions operate regularly paid fire and/or municipal police departments; however, these jurisdictions had not yet established a classified system of for its paid fire and/or police departments as provided under the Municipal Fire and Police Civil Service Law. We also identified 42 "volunteer" fire departments which, because they may have employed at least one full-time paid employee, were probably required to establish a classified service. This number increased to 48 in FY 2005/06. At the end of FY 01/02, there were 96 jurisdictions operating a regularly paid fire and/or municipal police department which are included in the Municipal Fire and Police Civil Service System. Currently, there are 107 jurisdictions. If all potential jurisdictions are required to establish civil service, it represents a dramatic increase of 50% in the number of jurisdictions to be served by the Office of State Examiner. The process of identifying and establishing the system at the local level is very labor intensive, yet the Office of State Examiner has an obligation to do so. We continue to conduct research on the latter group and anticipate that at least half will eventually fall within the Municipal Fire and Police Civil Service System.

Objective III.1 targets providing initial orientation to all 27 identified new jurisdictions to which the system applies by June 30, 2013. We have added personnel resources to the Personnel Management and Classification Division and have reorganized the division to more effectively contact and assist potential jurisdictions. The agency hopes to develop a database application within the current strategic plan period in order to effective track the progress toward accomplishing this objective.

Objective III.2

Our second objective for Goal III is to continue to improve the technical support we provide to our client base via telephone, correspondence, improved training materials and seminars, and the development of interactive computer applications. We have been frustrated at times when our calls are not returned, so we target returning all calls within 24 hours. We have also set a target of providing written responses to correspondence within 7 days. Other strategies include publishing an online newsletter at least once each year, expanding training opportunities by increasing the number and frequency of civil service seminars, and continuing to speak when requested at state conventions of employee and chief groups.

Objective III.3

Much of the activity associated with personnel administration and management of the fire and police classified service is centered on accurate reporting of personnel movements by the appointing authority to the local civil service board. These records serve not only as a means by which personnel actions (appointments, promotions, leaves of absence, etc.) are reported, they also provide documentation for eligibility for the various protections and benefits extended to classified employees by civil service law. Accuracy of these records, therefore, is of utmost importance. Objective III.3 targets the reduction of errors made in the completion of personnel action forms in order to avoid potential future problems. It is our desire to maintain an error rate at 1% of all completed personnel action forms through June 30, 2013.

Objective III.4

In developing this objective, we explored all aspects of our services that might be made available 24-hours a day via the internet. Most of the strategies are self explanatory, although one which has received a very positive initial reaction is described in Strategy III.4.5. Applicants for Firefighter, Police Officer, and Communications Officer positions may currently take the test for the respective class in any location where it is being offered through application to that civil service board. Following receipt of a passing score, the applicant choosing to work elsewhere may make application to the civil service board in the desired employment location by attaching documentation of his/her passing score to the application for the new location. As a means of recruiting, appointing authorities have expressed interest in obtaining access to interested, qualified applicants. It is our intention to facilitate the connection between potential employers and employees through a voluntary registry of persons passing the entrance examinations who are interested in employment opportunities other than where they took their examinations.

APPENDIX B

PERFORMANCE INDICATOR DOCUMENTATION

STRATEGIC PLAN
FISCAL YEARS 2008-09 THROUGH 2012-13

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

PERFORMANCE INDICATOR MATRIX

GOAL I
OBJECTIVE I.1

OBJECTIVE I.1: To improve the content validity of the classification plan for each jurisdiction by assuring that each class description is supported by job analysis data not greater than five years old by June 30, 2013.

Kind of Indicator	Performance Indicator
Input Indicator No. I.1.a	Baseline number of class descriptions.
Input Indicator No. I.1.b	Baseline number of class descriptions not supported by job analysis data less than five (5) years old.
Input Indicator No. I.1.c	Baseline number of class descriptions not having content validity documentation supporting qualification requirements.
Input Indicator No. I.1.d	Number of new job analyses conducted to provide documentary support of class descriptions.
Output Indicator No. I.1.e	Number of recommendations made to local civil service boards to amend class plans based upon job analysis data less than five (5) years old.
Output Indicator No. I.1.f	Number of class descriptions whose qualification requirements are supported by new job analysis documentation.
Output Indicator No. I.1.g	Percent of class descriptions meeting criteria of having job analysis support less than five (5) years old.
Output Indicator No. I.1.h	Percent of class descriptions with qualification requirements supported by appropriate validity documentation.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.a

1. Indicator name:

   Baseline number of class descriptions

2. Indicator type:

   Input

3. Rationale:

   Our objective is to improve the content validity of class plans by ensuring that each class description is supported by a recent job analysis. All class descriptions should reflect current duties and responsibilities, but many do not. The total number of class descriptions serves as the baseline from which work will be measured and is a reasonable indicator.

4. Data collection procedure/source:

   The Office of State Examiner maintains a class description for each class of positions, as well as occupational indices containing a list of all classifications for each jurisdiction in the classified service. The total number of classifications will be maintained in a database tracking system as classes are adopted or abolished.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of class descriptions will be tallied prior to the reporting period.

7. Definitions of any unclear terms:

   A "class" or "class of positions" means a definitely recognized kind of employment in the classified service, designated to embrace positions that are so nearly alike in the essential character of their duties, responsibilities, and consequent qualification requirements, that they can fairly and equitably be treated alike under like conditions for all personnel purposes. (Louisiana R.S. 33:2473 5 and 33:2533 5.) A class description provides the representative duties of a class, including distinguishing features and qualification requirements, which is adopted and maintained as a rule of the local civil service board in each jurisdiction. A class plan contains the combined class descriptions for all of the classes for a single jurisdiction.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of class descriptions is a global indicator of the magnitude and scope the Office of State Examiner's responsibility to assist local civil service board's in their statutory obligation to maintain current classification plans. The number of class descriptions in light of possible revisions following job analyses is a useful tool for planning and forecasting purposes.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.b

1. Indicator name:

   Baseline number of class descriptions not supported by job analysis data less than five (5) years old.

2. Indicator type:

   Input

3. Rationale:

   Class descriptions should be kept current and should reflect jobs as they actually exist. As soon as possible following any changes in the duties and responsibilities of a class of positions by the appointing authority, the changes should be reflected in the class plan. It is necessary to have knowledge of the depth of class descriptions which have not been updated following recent job analyses.

4. Data collection procedure/source:

   A database will be maintained for each classification, in jurisdiction order, in which the date of completion of each job analysis will be entered.

5. Frequency and timing of

   (a) collection:
   Data will be entered following the completion of each job analysis project.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of class descriptions supported by job analysis data over five (5) years old will be tabulated prior to the reporting period.

7. Definitions of any unclear terms:

   The job analysis is the systematic examination of the functions of each position as it relates to the knowledge, skills and abilities required to perform the duties assigned to a position. Classification plan means all the classes of positions established for the classified service. Class or class of positions means a definitely recognized kind of employment in the classified service, designated to embrace positions that are so nearly alike in the essential character of their duties, responsibilities, and consequent qualification requirements, that they can fairly and equitably be treated alike under like conditions for all personnel purposes.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of class descriptions not supported by job analysis data less than five (5) years old indicates the extent of the challenge to the agency in providing civil service boards with current and validated class descriptions. Where numerous outdated class descriptions may be discovered and targeted for revision, the agency may find it nec essary to allocate additional resources.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.c

1. Indicator name:

Baseline number of class descriptions not having content validity documentation supporting qualification requirements.

2. Indicator type:

   Input

3. Rationale:

   Class descriptions, as part of the classification plan, serve as an overview of the distinguishing features of a class of positions and the primary duties and responsibilities which may be assigned to such positions. Class descriptions also include qualification requirements which must be satisfied by persons wishing to be made eligible for appointments to such positions. Inasmuch as the class description is an instrument of the selection process, each element of the description must be validated in accordance with the EEOC *Uniform Guidelines on Employee Selection Procedures*, including the qualification requirements.

4. Data collection procedure/source:

   Class descriptions not having content validity documentation for qualification requirements is counted.

5. Frequency and timing of

   (a) collection:
   Overall numbers are calculated as new data is provided.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Class descriptions not having qualification requirements supported by validity documentation are tallied.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Qualification requirements included in each class description must be supported as job-related, and must be documented in order to satisfy the provisions of the EEOC *Uniform Guidelines on Employee Selection Procedures*.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.d

1. Indicator name:

   Number of new job analyses conducted to provide documentary support of class descriptions.

2. Indicator type:

   Output

3. Rationale:

   This is an obvious indicator of work product.

4. Data collection procedure/source:

   The number of new job analyses conducted will be updated as each job analysis project is completed.

5. Frequency and timing of

   (a) collection:
   Collection of the data will occur at the completion of each job analysis project.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Each job analysis performed will be counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    There are currently 915 individual classes of positions in the Municipal Fire and Police Civil Service System, each having qualification requirements unique to that class. Since qualification requirements are used in the employee selection process it would be prudent to allocate appropriate resources to careful validation methodology and documentation.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.e

1. Indicator name:

Number of recommendations made to local civil service boards to amend class plans based upon job analysis data less than five (5) years old.

2. Indicator type:

   Output

3. Rationale:

   This is an obvious indicator of work product.

4. Data collection procedure/source:

   A count of class descriptions recommended to local boards will be collected from the job analysis database.

5. Frequency and timing of

   (a) collection:
   The count of class descriptions recommended to local boards will be updated as recommendations are forwarded.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Totals will be calculated on an on-going basis.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The agency must provide recommendations for updated class descriptions to local civil service boards upon determining changes in assignments of duties and responsibilities. A low performance in this indicator will demonstrate that we are not being responsive, which may require adjustments in work assignments and/or cross training of other personnel in updating class descriptions.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.f

1. Indicator name:

   Number of class descriptions whose qualification requirements are supported by job analysis documentation.

2. Indicator type:

   Output

3. Rationale:

   This is an obvious indicator of work product.

4. Data collection procedure/source:

   A count of class descriptions which have qualification requirements tied to job analysis data will be counted.

5. Frequency and timing of

   (a) collection:
   Totals will be calculated on an on-going basis.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Each appropriate class description will be counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The agency has a responsibility to assure that local civil service boards maintain classification descriptions that accurately reflect qualification requirements for positions in the classified service. If this output indicator demonstrates low performance, we are not effectively managing this function and will need to evaluate our work methods toward improvement.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.h

1. Indicator name:

   Percent of class descriptions meeting the criteria of having job analysis support less than five (5) years old.

2. Indicator type:

   Outcome

3. Rationale:

   This performance indicator serves as a benchmark for improvement.

4. Data collection procedure/source:

   Data will be gathered from the job analysis database.

5. Frequency and timing of

   (a) collection:
   Collection of the data will occur as each job analysis is completed.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Number of class descriptions meeting the criteria of having job analysis support less than five (5) years old divided by total number of class descriptions.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Low performance in this outcome indicator will indicate that we are not meeting our obligations to assure that civil service boards are maintaining current class descriptions and appropriate action toward improvement will be necessary.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.i

1. Indicator name:

   Percent of class descriptions with qualification requirements supported by appropriate validity documentation.

2. Indicator type:

   Outcome

3. Rationale:

   Our objective is to improve the validity of classification plans for each jurisdiction by ensuring that each class description is supported by a recent job analysis. Qualification requirements are a part of the class description, and are used in employee selection. Determining the percentage of class descriptions with validated qualification requirements is an indicator of progress toward this objective.

4. Data collection procedure/source:

   Data will be collected upon the completion of new class descriptions containing qualification requirements supported by validity documentation.

5. Frequency and timing of

   (a) collection:
   Collection of the data will occur as each class description is revised.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Number of class descriptions with validated qualification requirements divided by the total number of class descriptions.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    There are currently 939 individual classes of positions in the Municipal Fire and Police Civil Service System, each having qualification requirements unique to that class. Since qualification requirements are used in the employee selection process it would be prudent to allocate appropriate resources to careful validation methodology and documentation.

PERFORMANCE INDICATOR MATRIX

GOAL I
OBJECTIVE I.2

OBJECTIVE I.2: **By June 30, 2013, improve efficiency of service to local civil service boards by providing timely recommendations to civil service boards on needed class plan changes following all job analyses within ninety (90) days of receipt of job analysis information, and by providing updated class descriptions on changes adopted by boards within ten (10) days of receiving minutes of meeting.**

Kind of Indicator	Performance Indicator
Input Indicator No. I.2.a	Baseline average number of workdays between the date of receipt of job analyses data and the date a recommendation to revise the class plan is sent to the board.
Input Indicator No. I.2.b	Baseline average number of days between receipt of minutes of board meeting wherein the adoption of class plan revisions is recorded and the date on which final adopted version is forwarded to the civil service board.
Input Indicator No. I.2.c	Baseline number of class descriptions identified requiring revision following receipt of recent job analysis information.
Output Indicator No. I.2.d	Number of new job analyses conducted to provide documentary support for class descriptions.
Output Indicator No. I.2.e	Number of class description recommendations made to local civil service boards.
Outcome Indicator No. I.2.f	Average number of workdays between date of receipt of job analysis data and date of recommendation on class plan change to civil service board.
Outcome Indicator No. I.2.g	Average number of workdays between receipt of minutes of board meeting identifying changes adopted to class plan and date on which final adopted version is forwarded to civil service board.
Efficiency Indicator No. I.2.h	Percent reduction in response time between receipt of job analysis data and recommendation for class plan revision.

Efficiency Indicator No. I.2.i	Percent reduction in response time between receipt of minutes and forwarding final adopted version of class plan document.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.2

INDICATOR NO. I.2.a

1. Indicator name:

Baseline average number of workdays between the date of receipt of job analyses data and the date a recommendation to revise the class plan is sent to the board.

2. Indicator type:

 Input

3. Rationale:

 Our objective is to improve our responsiveness to the need of local civil service boards to keep their class plans current. This indicator serves as a baseline from which work will be measured and is a reasonable indicator.

4. Data collection procedure/source:

 Average number of workdays taken from previous fiscal year performance.

5. Frequency and timing of

 (a) collection:
 Once, at outset of fiscal year.
 (b) reporting:
 Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

 Number of workdays between the date of receipt of job analyses data and the date recommendations are sent to the board is tallied for all such recommendations and divided by the number of job recommendations made.

7. Definitions of any unclear terms:

 Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

 No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

 Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

 There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

 Provides a baseline from which progress will be monitored.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.2

INDICATOR NO. I.2.b

1. Indicator name:

   Baseline average number of days between receipt of minutes of board meeting wherein the adoption of class plan revisions is recorded and the date on which final adopted version is forwarded to the civil service board.

2. Indicator type:

   Input

3. Rationale:

   Our objective is to improve our responsiveness to the need of local civil service boards to keep their class plans current. This indicator serves as a baseline from which work will be measured and is a reasonable indicator.

4. Data collection procedure/source:

   Average number of workdays taken from previous fiscal year performance.

5. Frequency and timing of

   (a) collection:
   Once, at outset of fiscal year.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Number of workdays between the date of receipt of minutes of civil service boards wherein revisions are recorded and the date the final versions are forwarded to the civil service board is tallied for all such revisions, and then divided by the total number of final revisions.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

Provides a baseline from which progress will be monitored.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.2

INDICATOR NO. I.2.c

1. Indicator name:

   Baseline number of class descriptions identified as requiring revision following receipt of recent job analysis information.

2. Indicator type:

   Input

3. Rationale:

   Our objective is to improve our responsiveness to the need of local civil service boards to keep their class plans current. This indicator serves as a baseline from which work will be measured and is a reasonable indicator.

4. Data collection procedure/source:

   The number of such class descriptions is obtained from prior fiscal year performance.

5. Frequency and timing of

   (a) collection:
   Once, at outset of fiscal year.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Such class descriptions will be counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Provides a baseline from which progress will be monitored.

INDICATOR NO. I.2.d

1. Indicator name:

   Number of new job analyses conducted to provide documentary support for class descriptions.

2. Indicator type:

   Output

3. Rationale:

   Our objective is to improve the validity of classification plans for each jurisdiction by ensuring that each class description reflects current duties and responsibilities, and is supported by validity documentation. Therefore, the actual number of new job analyses conducted to provide validity documentation is a reasonable indicator.

4. Data collection procedure/source:

   The number of new job analyses conducted will be updated as each job analysis project is completed.

5. Frequency and timing of

   (a) collection:
   Collection of the data will occur at the completion of each job analysis project.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Each job analysis performed will be counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The agency has a responsibility to assure that local civil service boards maintain classification plans that accurately reflect duties and responsibilities of positions in the classified service. If this output indicator demonstrates low performance, we are not effectively managing this function and will need to evaluate our work methods toward improvement.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.2

INDICATOR NO. I.2.e

1. Indicator name:

   Number of class description recommendations made to local civil service boards.

2. Indicator type:

   Output

3. Rationale:

   This is an obvious indicator of work product.

4. Data collection procedure/source:

   A count of class descriptions recommended to local boards will be collected from the job analysis database.

5. Frequency and timing of

   (a) collection:
   The count of class descriptions recommended to local boards will be updated as recommendations are forwarded.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Totals will be calculated on an on-going basis.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The agency must provide recommendations for updated class descriptions to local civil service boards upon determining changes in assignments of duties and responsibilities. A low performance in this indicator will demonstrate that we are not being responsive, which may require adjustments in work assignments and/or cross training of other personnel in updating class descriptions.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.2

INDICATOR NO. I.2.f

1. Indicator name:

   Average number of workdays between date of receipt of job analysis data and date of recommendation on class plan change to civil service board.

2. Indicator type:

   Outcome

3. Rationale:

   This indicator will demonstrate an improvement or reduction in our responsiveness to local jurisdictions in assisting them in maintaining current class plans.

4. Data collection procedure/source:

   As soon as job analysis data is received by the office, the date will be recorded in the database tracking system. The date on which the proposed class plan change will also be recorded.

5. Frequency and timing of

   (a) collection:
   Collection of this information will be on-going
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   For each job analysis, the number of days from receipt of the job analysis information (completed questionnaires) to the date the recommended class description is forward to the local civil service board will be calculated.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    If there is a lengthy period of time between receipt of job analysis data and the date the class description is proposed, a reevaluation of the processes in this area of operations will be necessary in order to improve efficiency.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.2

INDICATOR NO. I.2.g

1. Indicator name:

Average number of workdays between receipt of minutes of board meeting identifying changes adopted to class plan and date on which completed final adopted version is forwarded to civil service board.

2. Indicator type:

Outcome

3. Rationale:

Various entities maintain a record of their local civil service board's classification plan. In order to preserve the continuity of these records, the Office of State Examiner maintains the official copy of each class description and forwards a copy to each entity following the board's notification of the changes in the class description. The amount of time between the receipt of the board's notification in its minutes and the day completed revisions are returned to the board is an indicator of outcome and efficiency.

4. Data collection procedure/source:

The date on which the minutes of board meeting are received which indicate changes adopted by the board and the date the completed revisions are forwarded to the board will be entered in the database tracking system.

5. Frequency and timing of

(a) collection:
Collection of the data will be on-going.
(b) reporting:
Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

The number of days between receipt of board minutes and the date the completed class description is forwarded to the board will be calculated.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

If the time between receipt of board minutes and the date the completed class description is forwarded is unusually long, a reevaluation of the processes in this area of operations will be necessary in order to improve efficiency.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.2

INDICATOR NO. I.2.h

1. Indicator name:

   Percent reduction in response time between receipt of job analysis data and recommendation for class plan revision.

2. Indicator type:

   Efficiency

3. Rationale:

   This is an obvious indicator of work product.

4. Data collection procedure/source:

   The percent reduction in response time between receipt of job analysis data and recommendation for class plan revision will be maintained in the job analysis database tracking system.

5. Frequency and timing of

   (a) collection:
   Collection of data will be on-going.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Average number of workdays between receipt of job analysis data and recommendation for class plan revision calculated for reporting period will be subtracted from the baseline. The difference will be divided by the baseline.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low percentage for this indicator will demonstrate that we are not improving in our responsiveness to local civil service boards to maintain current class plans and indicates a need to be more efficient.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.2

INDICATOR NO. I.2.i

1. Indicator name:

   Percent reduction in response time between receipt of minutes and forwarding final adopted version of class plan document.

2. Indicator type:

   Efficiency

3. Rationale:

   This indicator will demonstrate an improvement or reduction in our responsiveness to local jurisdictions in assisting them in maintaining current class plans.

4. Data collection procedure/source:

   The percent reduction in response time between receipt of minutes and forwarding of final adopted version of class plan document will be maintained in the job analysis database tracking system.

5. Frequency and timing of

   (a) collection:
   Collection of this information will be on-going.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The number of days from the date of receipt of board minutes reflecting the adoption of class plan changes and the date the final version is forwarded to the civil service board will be subtracted from the baseline. The difference will be divided by the baseline.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low percentage for this indicator will demonstrate that we are not improving in our responsiveness to local civil service boards to maintain current class plans and indicates a need to be more efficient.

PERFORMANCE INDICATOR MATRIX

GOAL II
OBJECTIVE II.1

OBJECTIVE II.1: By June 30, 2013, improve the validity of examinations developed by the Office of State Examiner so that candidates identified as eligible will have the knowledge and skills necessary to be placed in working test period, and so that examinations administered will be legally defensible.

Kind of Indicator	Performance Indicator
Input Indicator No. II.1.a	Baseline number of standard, multi-jurisdictional promotional examinations.
Input Indicator No. II.1.b	Baseline number of non-standard, promotional examinations.
Input Indicator No. II.1.c	Baseline number of new statewide, multi-jurisdictional entrance fire prevention and fire investigation examinations.
Input Indicator No. II.1.d	Baseline number of existing statewide multi-jurisdictional entrance examinations.
Output Indicator No. II.1.e	Number of new standard, multi-jurisdictional promotional examinations developed having documentary support for score ranking.
Output Indicator No. II.1.f	Number of new non-standard, promotional exams developed which measure knowledge of local operating procedures.
Output Indicator No. II.1.g	Number of new standard, multi-jurisdictional entrance fire prevention and fire investigation examinations developed and validated.
Output Indicator No. II.1.h	Number of existing standard, multi-jurisdictional entrance examinations updated.
Outcome Indicator No. II.1.i	Percent of standard, multi-jurisdictional promotional examinations for which documentary support for score ranking has been established.
Outcome Indicator No. II.1.j	Percent of non-standard, promotional exams which measure knowledge of local operating procedures.
Outcome Indicator No. II.1.k	Percent of existing statewide multi-jurisdictional entrance exams updated.
Outcome Indicator No. II.1.l	Number of challenges to where a civil service board, court, or other regulatory entity such as the Department of Justice or the Equal Employment Opportunity Commission has found that an examination, developed and administered by the OSE was not appropriate. (The standard to which we aspire is to have 0 decisions finding fault with our examinations.)

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.a

1. Indicator name:

Baseline number of standard, multi-jurisdictional promotional examinations.

2. Indicator type:

   Input

3. Rationale:

   This is an obvious indicator against which progress is to be measured.

4. Data collection procedure/source:

   Total number of standard, multi-jurisdictional promotional examinations.

5. Frequency and timing of

   (a) collection:
   Once, to establish baseline.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Total number of standard, multi-jurisdictional promotional examinations are counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Work progress is monitored from the baseline.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.b

1. Indicator name:

Baseline number of non-standard, promotional examinations.

2. Indicator type:

   Input

3. Rationale:

   This is an obvious indicator against which progress is to be measured.

4. Data collection procedure/source:

   Total number of non-standard, promotional examinations.

5. Frequency and timing of

   (a) collection:
   Once, to establish baseline.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Total number of non-standard, promotional tests are counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Work progress is monitored from the baseline.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.c

1. Indicator name:

Baseline number of new statewide, multi-jurisdictional entrance fire prevention and fire investigation examinations.

2. Indicator type:

   Input

3. Rationale:

   This is an obvious indicator against which progress is to be measured.

4. Data collection procedure/source:

   Total number of statewide, multi-jurisdictional entrance fire prevention and fire investigation examinations.

5. Frequency and timing of

   (a) collection:
   Once, to establish baseline.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Total number of statewide, multi-jurisdictional entrance fire prevention and fire investigation examinations are counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Work progress is monitored from the baseline.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.d

1. Indicator name:

   Baseline number of existing statewide, multi-jurisdictional entrance examinations.

2. Indicator type:

   Output

3. Rationale:

   This is an obvious indicator against which progress is to be measured.

4. Data collection procedure/source:

   Total number of statewide, multi-jurisdictional entrance examinations.

5. Frequency and timing of

   (a) collection:
   See above
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Statewide, multi-jurisdictional entrance exams will be counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Progress is monitored from the baseline.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.e

1. Indicator name:

Number of new standard, multi-jurisdictional promotional tests which have been developed having documentary support for score ranking.

2. Indicator type:

   Output

3. Rationale:

   This indicator represents work product and is a reasonable indicator.

4. Data collection procedure/source:

   The total number will be calculated as new tests are developed which have documentary support for score ranking.

5. Frequency and timing of

   (a) collection:
   See above
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   New tests having documentary support for score ranking will be counted as they are developed.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Progress toward accomplishing this task will be monitored and adjustments in work assignments may be necessary in light of other projects.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.f

1. Indicator name:

Number of new non-standard, promotional tests developed which measure knowledge of local operating procedures.

2. Indicator type:

   Output

3. Rationale:

   This indicator represents work product and is a reasonable indicator.

4. Data collection procedure/source:

   The total number will be calculated as new tests are developed which measure knowledge of local operating procedures.

5. Frequency and timing of

   (a) collection:
   See above
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   New tests which measure knowledge of local operating procedures will be counted as they are developed.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Progress toward accomplishing this task will be monitored and adjustments in work assignments may be necessary in light of other projects.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.g

1. Indicator name:

   Number of new standard, multi-jurisdictional entrance fire prevention and fire investigation examinations developed and validated.

2. Indicator type:

   Output

3. Rationale:

   This indicator represents work product and is a reasonable indicator.

4. Data collection procedure/source:

   The total number will be calculated as new standard, multi-jurisdictional entrance fire prevention and fire investigation exams are developed.

5. Frequency and timing of

   (a) collection:
   See above
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   New standard, multi-jurisdictional entrance fire prevention and fire investigation examinations will be counted as they are developed.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Progress toward accomplishing this task will be monitored and adjustments in work assignments may be necessary in light of other projects.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.h

1. Indicator name:

Number of existing standard, multi-jurisdictional entrance examinations updated

2. Indicator type:

   Output

3. Rationale:

   This indicator represents work product and is a reasonable indicator.

4. Data collection procedure/source:

   The total number will be calculated as new standard, multi-jurisdictional entrance exams are revised and updated.

5. Frequency and timing of

   (a) collection:
   See above
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   New standard, multi-jurisdictional entrance examinations will be counted as they are revised and validated.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Progress toward accomplishing this task will be monitored and adjustments in work assignments may be necessary in light of other projects.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.i

1. Indicator name:

   Percent of standard, multi-jurisdictional promotional examinations for which documentary support for score ranking has been established.

2. Indicator type:

   Outcome

3. Rationale:

   The percentage of promotional exams for which documentary support for score ranking has been established is a measure of work accomplished.

4. Data collection procedure/source:

   Data will be updated as new promotional exams are developed for which documentary support for score ranking has been established.

5. Frequency and timing of

   (a) collection:
   Data will be collected as new promotional tests are developed.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Number of standard multi-jurisdictional promotional exams for which documentary support for score ranking has been established is divided by the baseline number for these tests.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low value for this indicator may indicate insufficient levels of work in this area. Progress toward accomplishing this task will be monitored and adjustments in work assignments may be necessary in light of other projects.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.j

1. Indicator name:

   Percent of non-standard, promotional exams which measure knowledge of local operating procedures.

2. Indicator type:

   Outcome

3. Rationale:

   The percentage of the non-standard promotional exams which measure knowledge of local operating procedures is a measure of work accomplished.

4. Data collection procedure/source:

   Data will be updated as new promotional exams are developed which measure knowledge of local operating procedures.

5. Frequency and timing of

   (a) collection:
   Data will be collected as new promotional tests are developed.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Difference between number of promotional exams which measure knowledge of local operating procedures and the baseline number for such tests is divided by the baseline number.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low value for this indicator may indicate a lack of response from local jurisdictions to provide local operating procedures or insufficient levels of work in this area. Progress toward accomplishing this task will be monitored and adjustments in work assignments may be necessary in light of other projects.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.k

1. Indicator name:

Percent of existing statewide multi-jurisdictional entrance examinations updated.

2. Indicator type:

   Outcome

3. Rationale:

   The percentage of the number of existing statewide multi-jurisdictional entrance examinations updated is a measure of work accomplished.

4. Data collection procedure/source:

   Data will be updated as exams are revised and updated..

5. Frequency and timing of

   (a) collection:
   Data will be collected as items are added to the item bank.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Number of revised entrance multi-jurisdictional entrance examinations is divided by the baseline number.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low value for this indicator may indicate insufficient levels of work in this area. Progress toward accomplishing this task will be monitored and adjustments in work assignments may be necessary in light of other projects.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.l

1. Indicator name:

   Number of challenges to where a civil service board, court, or other regulatory entity such as the Department of Justice or the Equal Employment Opportunity Commission has found that an examination, developed and administered by the OSE was not appropriate. (The standard to which we aspire is to have 0 decisions finding fault with our examinations.)

2. Indicator type:

   Efficiency

3. Rationale:

   If examinations are valid and are developed according to applicable professional standards, we should have no decisions finding fault with our examinations. Efficiency, therefore, is measured by the absence of such decisions, and our goal is to have no adverse decisions.

4. Data collection procedure/source:

   At any time a challenge is made to an examination, a file is initiated in our office. A database will be established to monitor any examinations being challenged and the outcome.

5. Frequency and timing of

   (a) collection:
   Data will be entered into the database as examinations are challenged. As the issue is resolved, any adverse decisions by the challenging body will be entered.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Any adverse decisions concerning the validity or appropriateness of these examinations shall be reported.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    When there is a prevailing legal climate that expands the normal amount of challenges to examinations, or when some part of our validation and examination development process comes under close scrutiny by one of the regulatory bodies, it might be prudent to allocate additional resources to the careful methodology utilized in the examination development process.

PERFORMANCE INDICATOR MATRIX

GOAL II
OBJECTIVE II.2

OBJECTIVE II.2: By June 30, 2013, to provide examination scores to local civil service boards within 80 days from receipt of exam request despite an anticipated 50% increase in number of jurisdictions to which the system is applicable.

Kind of Indicator	Performance Indicator
Input Indicator No. II.2.a	Number of examination requests.
Input Indicator No. II.2.b	Baseline average number of workdays from date of examination request to date scores are mailed.
Outcome Indicator No. II.2.c	Number of workdays from date of examination request to date scores are mailed.
Efficiency: Indicator No. II.2.d	Percent reduction in the average number of workdays from date of examination request to date scores are mailed.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.2

INDICATOR NO. II.2.a

1. Indicator name:

Number of examination requests.

2. Indicator type:

   Input

3. Rationale:

   If our objective is to maintain our current turnaround despite a significant increase in our customer base, our ability to respond to this challenge is directly influenced by the number of exam requests which are received in this office. The receipt of the exam request is what initiates the flow of work related to examinations through the office.

4. Data collection procedure/source:

   Exam requests are received from the local civil service boards either by telephone, by letter, or as indicated in the minutes of the board. As soon as the request is received in this office, a workload tracking record is initiated. Each test requested for each jurisdiction is counted as a separate exam request.

5. Frequency and timing of

   (a) collection:
   Data is entered daily into the workload tracking system as the examination requests are received from the local civil service boards. Overall tallies are computed prior to reporting periods.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Each test requested for each jurisdiction is counted as a separate exam request. Our workload tracking database for exam requests is organized by jurisdiction and date. A separate field indicates the number of exam requests for that date, so that the total may be computed from the index page.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

Management carefully evaluates the volume of examination requests being received at any given time in order to assure that agency remains responsive to the needs of the local jurisdictions. A high demand for examinations has a direct impact upon the exam development process requiring the allocation of additional resources.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.2

INDICATOR NO. II.2.b

1. Indicator name:

   Baseline average number of workdays from date of examination request to date scores are mailed.

2. Indicator type:

   Input

3. Rationale:

   Our objective is to provide examination scores to local civil service boards within an established time frame despite a significant increase in the number of jurisdictions. This is an obvious indicator against which progress is to be measured.

4. Data collection procedure/source:

   Average number of workdays from date of examination request to date scores are mailed as of the end of previous fiscal year.

5. Frequency and timing of

   (a) collection:
   Once, to establish baseline.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   For each test, the number of days from receipt of examination request to mailing of grades to local civil service boards will be calculated.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    If we fail to maintain the time required for this process, the management team needs to reevaluate each step in the process, and determine how we might improve our efficiency.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.2

INDICATOR NO. II.2.c

1. Indicator name:

   Number of workdays from date of examination request to date scores are mailed.

2. Indicator type:

   Outcome

3. Rationale:

   Our objective is to continue providing examination scores to local civil service boards within an established time frame despite a significant increase in the number of jurisdictions, so this is an obvious outcome indicator.

4. Data collection procedure/source:

   Exam requests are received from the local civil service boards either by telephone, by letter, or as indicated in the minutes of the board. As soon as the request is received in this office, a workload tracking record is initiated. An entry is also made to indicate the date on which the grades were mailed.

5. Frequency and timing of

   (a) collection:
   Data will be entered at the time the grades are mailed. Overall computations will be made at the time the data is reported.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   For each test, the number of days from receipt of examination request to mailing of grades to local civil service boards will be calculated.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    If we fail to maintain the time required for this process, the management team needs to reevaluate each step in the process, and determine how we might improve our efficiency.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.2

INDICATOR NO. II.2.d

1. Indicator name:

   Percent reduction in the average number of workdays from date of examination request to date scores are mailed.

2. Indicator type:

   Efficiency

3. Rationale:

   This indicator will demonstrate an improvement or reduction in our responsiveness to local jurisdictions.

4. Data collection procedure/source:

   The number of workdays from date of examination request to date scores are mailed will monitored in the test tracking system. The percent reduction will be calculated from recorded data.

5. Frequency and timing of

   (a) collection:
   Collection of data will be on-going.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The average number of workdays between the date of request for exam and the date scores are mailed to the local civil service board is subtracted from the baseline average. The difference will be divided by the baseline.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

If we fail to improve our response time for this process, the management team needs to reevaluate how efficiency might be improved.

PERFORMANCE INDICATOR MATRIX

GOAL II
OBJECTIVE II.3

OBJECTIVE II.3: Improve quality of examinations and efficiency of exam preparation by conducting a comprehensive review and update of all test questions in OSE database from which tests are drawn by June 30, 2013.

Kind of Indicator	Performance Indicator
Input Indicator No. II.3.a	Baseline number of test questions in item bank.
Output Indicator No. II.3.b	Number of test items reviewed and removed from item bank.
Output Indicator No. II.3.c	Number of test items updated or revised.
Output Indicator No. II.3.d	Number of test items researched and sourced to new reference edition.
Output Indicator No. II.3.e	Number of new test items written to satisfy requirements of examination plans.
Outcome Indicator No. II.3.f	Number of test questions which must be removed during the grading process due to problems with item construction or source.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.3

INDICATOR NO. II.3.a

1. Indicator name:

   Baseline number of test questions in item bank.

2. Indicator type:

   Input

3. Rationale:

   The number of test questions in the item bank represents a measure of the magnitude of the project, and provides a baseline from which output is measured.

4. Data collection procedure/source:

   The total number of test questions in the item bank from the previous fiscal year.

5. Frequency and timing of

   (a) collection:
   Once, to establish baseline.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Each item in the item bank is counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of test questions in the item bank demonstrates the magnitude of the challenge to maintain viable test materials and the need to assure that test questions comply with technical standards for item construction. Developing examinations from an item bank that includes outdated, unsourced or poorly performing items reduces efficiency in exam development, and affects the quality of the examinations.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.3

INDICATOR NO. II.3.b

1. Indicator name:

   Number of test items reviewed and removed from item bank.

2. Indicator type:

   Output

3. Rationale:

   This is an obvious indicator of work product associated with the objective.

4. Data collection procedure/source:

   Data will be collected as test questions in the item bank are reviewed and removed.

5. Frequency and timing of

   (a) collection:
   Data will be updated as often as items are reviewed and removed.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   A running total of deleted items will be maintained.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low value for this performance indicator may indicate that staff may be neglecting this function or may need additional training with emphasis on the principles of item writing, or that other projects may be taking precedence. In either case, management must take the necessary steps to assure that this work is accomplished.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.3

INDICATOR NO. II.3.c

1. Indicator name:

   Number of test items updated or revised.

2. Indicator type:

   Output

3. Rationale:

   This is an obvious indicator of work product associated with the objective.

4. Data collection procedure/source:

   Data will be collected as test questions in the item bank are updated or revised.

5. Frequency and timing of

   (a) collection:
   Data will be updated as often as items are updated or revised.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   A running total of updated or revised items will be maintained.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low value for this performance indicator may indicate that staff may be neglecting this function or may need additional training with emphasis on the principles of item writing, or that other projects may be taking precedence. In either case, management must take the necessary steps to assure that this work is accomplished.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.3

INDICATOR NO. II.3.d

1. Indicator name:

Number of test items researched and sourced to new reference edition.

2. Indicator type:

   Output

3. Rationale:

   Questions developed for use on multiple choice tests are sourced to text which are currently in print and which are generally recognized as authoritative in the subject matter for which the items are intended to measure knowledge, skills or abilities. Those items which cannot be sourced to recognized text are deleted from the item bank.

4. Data collection procedure/source:

   Data will be collected as test questions in the item bank are successfully sourced.

5. Frequency and timing of

   (a) collection:
   Data will be updated as often as items are successfully sourced.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   A running total of successfully sourced items will be maintained.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low value for this performance indicator may indicate that staff may be neglecting this function, or that other projects may be taking precedence. In either case, management must take the necessary steps to assure that this work is accomplished.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.3

INDICATOR NO. II.3.e

1. Indicator name:

   Number of new test items written to satisfy requirements of examination plans.

2. Indicator type:

   Output

3. Rationale:

   New test questions must be developed in order to maintain a sufficient quantity of different items with which to measure job knowledge. This enables test developers to construct alternate forms and reduces familiarity with test materials which may be obtained from the frequent use of test items.

4. Data collection procedure/source:

   Data will be collected as new test questions are added to the item bank.

5. Frequency and timing of

   (a) collection:
   Data will be updated as often as new items are added to the item bank.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   A running total will be kept of new items added to the item bank.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The majority of examinations developed by the agency are customized for individual jurisdictions, and frequently necessitate the development of new test items. Research and development of new test items is a time consuming endeavor which requires a significant dedication of personnel resources, including upper management personnel for the review and approval process.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.3

INDICATOR NO. II.3.f

1. Indicator name:

   Number of test questions which must be removed during the grading process due to problems with item construction or source.

2. Indicator type:

   Outcome and Efficiency

3. Rationale:

   Although every effort is made prior to the administration of an examination to avoid the inclusion of unacceptable test items, some do escape the review and proofing process. Items which have been found to be faulty during the grading process must be immediately revised or removed from the item bank. (Such items are not included in the scoring process.)

4. Data collection procedure/source:

   Data will be collected as the test questions are revised or removed from the item bank.

5. Frequency and timing of

   (a) collection:
   Data will be updated as often as items are revised or added to the item bank.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   A running total will be kept of items that are revised or removed from the item bank.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Items which are found to be faulty during the grading process must be immediately revised or removed from the item bank. The management team must be constantly vigilant in evaluating the test development and item development processes and dedicating appropriate additional resources to these processes in order to assure that examinations are of the highest quality.

PERFORMANCE INDICATOR MATRIX

GOAL III
OBJECTIVE III.1

OBJECTIVE III.1: To provide initial orientation by June 30, 2013, to local governing authorities in 27 new jurisdictions to which the system applies concerning the requirements of Municipal Fire and Police Civil Service Law, and assisting such entities in establishing civil service boards.

Kind of Indicator	Performance Indicator
Input Indicator No. III.1.a	Number of jurisdictions for which boards have been sworn in.
Input Indicator No. III.1.b	Number of potential jurisdictions identified as meeting the criteria for establishing a civil service system.
Output Indicator No. III.1.c	Number of potential jurisdictions for which initial orientation has been completed.
Outcome Indicator No. III.1.d	Percentage of jurisdictions identified as meeting applicability requirements for inclusion in system for which initial orientation has been completed.
Outcome Indicator No. III.1.e	Number of new jurisdictions for which boards have been sworn in.
Outcome Indicator No. III.1.f	Percent increase in number of jurisdictions for which boards have been sworn in.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.1

INDICATOR NO. III.1.a

1. Indicator name:

   Number of jurisdictions for which boards have been sworn in.

2. Indicator type:

   Input

3. Rationale:

   This input indicator establishes a baseline from which work will be measured and is a reasonable indicator.

4. Data collection procedure/source:

   Total number of jurisdictions from the previous fiscal year.

5. Frequency and timing of

   (a) collection:
   Data to be collected at the end of each reporting period.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total of sworn jurisdictions will be maintained on an ongoing basis.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    This is a baseline indicator against which work will be measured.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.1

INDICATOR NO. III.1.b

1. Indicator name:

Number of potential jurisdictions identified as meeting the criteria for establishing a civil service system.

2. Indicator type:

   Input

3. Rationale:

   The Office of State Examiner is required to assist and cooperate in an advisory capacity the various authorities and individuals of the municipalities, parishes and fire protection districts regarding the duties and obligations imposed upon them by civil service law. In order to appropriately fulfill this obligation, we must first identify all jurisdictions which potentially meet the criteria for compliance, perform any necessary research, and establish contact with appropriate authorities, all of which is very labor intensive.

4. Data collection procedure/source:

   The number of potential jurisdictions obtained from a variety of sources including other state departments or agencies, direct contact from local officials and employees, news articles, and website information will be maintained in a database tracking system.

5. Frequency and timing of

   (a) collection:
   A database tracking system will be maintained of all jurisdictions which potentially meet the criteria for establishing a civil service system. As new civil service boards are sworn in, these jurisdictions will be removed from this database.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total of potential jurisdictions will be maintained on an ongoing basis.

7. Definitions of any unclear terms

   A potential jurisdiction is a municipality, parish or fire protection district which is not currently under the Municipal Fire and Police Civil Service System, but which meets the population requirements and/or employs full-time paid personnel.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of potential jurisdictions identified as meeting the criteria for establishing a civil service system represents present work as well as the immediate future growth of the classified service. Work involved in researching and identifying potential jurisdictions is labor intensive and requires specific dedication of time and energy of the agency's administration and the resources of the Personnel Management division. As jurisdictions are added, the workload will shift and to the Classification and Test Development divisions. The management team must plan for the unavoidable increase in workload throughout its operations in order to maintain productivity, including the addition of positions to the table of organization.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.1

INDICATOR NO. III.1.c

1. Indicator name:

   Number of potential jurisdictions for which initial orientation has been completed.

2. Indicator type:

   Output

3. Rationale:

   This output indicator is an obvious measure of accomplishment toward satisfying this objective.

4. Data collection procedure/source:

   This total will be maintained in a database tracking system for potential jurisdictions and updated as officials are contacted and provided initial orientation.

5. Frequency and timing of

   (a) collection:
   Data for this performance indicator will be updated as initial orientations are provided.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   All initial orientations provided potential jurisdictions will be recorded and counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Establishing contact with potential jurisdictions and providing initial orientation to local officials requires a significant allocation of time, travel, and personnel resources.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.1

INDICATOR NO. III.1.d

1. Indicator name:

   Percentage of jurisdictions identified as meeting applicability requirements for inclusion in system for which initial orientation has been completed

2. Indicator type:

   Outcome

3. Rationale:

   The percentage of jurisdictions for whom initial orientation has been completed is a measure of work accomplished.

4. Data collection procedure/source:

   Data will be maintained as orientations are completed and percentages calculated for reporting periods.

5. Frequency and timing of

   (a) collection:
   Data will be collected as orientations are completed.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Number of jurisdictions identified as meeting applicability requirements for inclusion in system for whom initial orientation has been completed divided by the total of all such identified jurisdictions.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    This indicator is useful in planning any necessary follow-up support for potential and newly established civil service systems.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.1

INDICATOR NO. III.1.e

1. Indicator name:

Number of new jurisdictions for which boards have been sworn in.

2. Indicator type:

   Outcome

3. Rationale:

   Making new jurisdictions operational is a direct out-growth of administrative support offered by the Office of State Examiner.

4. Data collection procedure/source:

   Agency records are updated as new jurisdictions are added.

5. Frequency and timing of

   (a) collection:
   Data will be collected as the jurisdictions are added to the system.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The number of new jurisdictions will be added.

7. Definitions of any unclear terms:

   Jurisdiction refers to the municipality, parish or fire protection district to which the Municipal Fire and Police Civil Service system becomes applicable, and who are either in the developmental stage or have civil service boards already sworn in.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of new jurisdictions represents an increase in the size of the system that will have impact on the budgetary and planning processes, i.e., more jurisdictions represents more necessary resources.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.1

INDICATOR NO. III.1.f

1. Indicator name:

Percent increase in number of jurisdictions for which boards have been sworn in.

2. Indicator type:

    Outcome

3. Rationale:

    This indicator is a measure of accomplishment.

4. Data collection procedure/source:

    Agency records are updated as new jurisdictions are added.

5. Frequency and timing of

    (a) collection:
        Data will be collected as the jurisdictions are added to the system.
    (b) reporting:
        Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

    The total number of new jurisdictions divided by the baseline.

7. Definitions of any unclear terms:

    Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

    No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

    Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The percent increase in the number of jurisdictions represents an increase in service by the Office of State Examiner which will impact the budgetary and planning processes, i.e., more jurisdictions represents more necessary resources.

PERFORMANCE INDICATOR MATRIX

GOAL III
OBJECTIVE III.2

OBJECTIVE III.2: To improve service to jurisdictions through timely support to those involved in the operation of the system at the local level through telephone support, correspondence, seminars, individual orientation sessions, and revised training materials with interactive components, by June 30, 2013.

Kind of Indicator	Performance Indicator
Input Indicator No. III.2.a	Number of telephone inquiries received.
Input Indicator No. III.2.b	Number of written requests for guidance.
Input Indicator No. III.2.c	Number of civil service minutes reviewed.
Output Indicator No. III.2.d	Number of newsletters published per year.
Outcome Indicator No. III.2.e	Number of individuals trained through seminars or individual orientation.
Efficiency Indicator No. III.2.f	Percent of telephone inquiries handled within twenty-four hours.
Efficiency Indicator No. III.2.g	Percent of written requests for guidance handled within seven days.
Quality Indicator No. III.2.h	Percentage of seminar attendees rating training as informative and helpful.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.2

INDICATOR NO. III.2.a

1. Indicator name:

Number of telephone inquiries received.

2. Indicator type:

   Input

3. Rationale:

   The Office of State Examiner responds to numerous telephone inquiries from throughout the State on any given workday, and it is through this means that the majority of support is provided to those involved in the operation of the system. The number of telephone inquiries received is a direct measure of work performed.

4. Data collection procedure/source:

   Personnel who are specifically designated to provide advice and guidance are assigned specially equipped telephone equipment. Data will be collected from a display on each telephone set, and recorded. Totals from each set will be added weekly.

5. Frequency and timing of

   (a) collection:
   Data will be collected as telephone inquiries are received, and totaled on a daily basis. Agency totals derived from each telephone set will be tabulated weekly.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Telephone inquiries will be added.

7. Definitions of any unclear terms:

   Not applicable

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of data for this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    It is helpful to know the extent to which we are providing telephone support to jurisdictions, and tracking the number of telephone inquiries is useful for planning purposes. If a certain individual is receiving an inordinate number of calls, this may have an affect upon that person's productivity, and steps may be taken to spread the calls equally among others. Also, a high or low volume of calls recorded for specific times of the year may be useful for project planning.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.2

INDICATOR NO. III.2.b

1. Indicator name:

   Number of written requests for guidance.

2. Indicator type:

   Input

3. Rationale:

   The Office of State Examiner responds to many written requests for guidance during any given workweek. Because such requests usually deal with policy or the application of civil service law, only those in upper management are designated to respond. The number and scope of these requests are such that they frequently require a significant dedication of time and effort.

4. Data collection procedure/source:

   The data will be collected and recorded in a database tracking system as requests are received by mail or by fax.

5. Frequency and timing of

   (a) collection:
   Data will be collected as requests are received.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The number of written requests received in our office will be added.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Agency management responds to written requests only in writing, which often involves complex subject matter. Inasmuch as this indicator is representative of actual work, management must consider the impact that written responses have upon productivity in order to remain responsive through effective planning and prioritization .

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.2

INDICATOR NO. III.2.c

1. Indicator name:

Number of civil service minutes reviewed.

2. Indicator type:

Input

3. Rationale:

A primary means of assisting local civil service boards and appointing authorities in the operation of the civil service system at the local level is though a diligent review of the minutes of the civil service board meetings from each jurisdiction. When problems are noted, contact is made with appropriate local personnel via telephone or letter so that corrective action might be taken.

4. Data collection procedure/source:

Each set of minutes received by the Office of State Examiner is logged into a computer database as soon as it is received in the office, along with the date of receipt. Review of the minutes is generally accomplished within a week of receipt so that we might offer timely advice as necessary. The total of minutes received will be tallied at the conclusion of the reporting period.

5. Frequency and timing of

(a) collection:
Data will be gathered daily as the minutes of the meetings are processed. The overall total will be compiled at the time of reporting.
(b) reporting:
Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

See above.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

We carefully track the minutes received from each jurisdiction and follow up with local officials when none have been received over an extended period of time. Reviewing the minutes of the local civil service boards is an extremely cost effective tool in monitoring and providing needed guidance on the operation of the system at the local level. The aggregate of all board minutes received and reviewed is indicative, on an indirect level, of the amount of administrative support necessary in the local areas. If we become unable to keep up with this task in a timely manner, it will be necessary to reevaluate our priorities and allocation of resources accordingly.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.2

INDICATOR NO. III.2.d

1. Indicator name:

   Number of newsletters published per year.

2. Indicator type:

   Output

3. Rationale:

   The agency newsletter is a means by which information about the Municipal Fire and Police Civil Service is disseminated and helps to maintain and improve administrative support to the local jurisdictions.

4. Data collection procedure/source:

   A tally of all newsletters published will be maintained on an annual basis and maintained in a database tracking system.

5. Frequency and timing of

   (a) collection:
   See above.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The count of all newsletters published per year will be maintained.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The newsletter is published and distributed to civil service board members and board secretaries, department chiefs, and various local authorities. Its purpose is to provide information about legal changes impacting the system, advise of new developments in the Office of State Examiner, and to offer answers to frequently asked questions. If we are unable to produce the newsletter, this information will not be as effectively disseminated, and will require the agency to provide this information by other means.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.2

INDICATOR NO. III.2.e

1. Indicator name:

Number of individuals trained through seminars or individual orientation.

2. Indicator type:

   Outcome

3. Rationale:

   Training seminars provide direct hands-on training for local officials charged with administering the system at the local level, and is a direct measure of administrative support offered by the Office of State Examiner.

4. Data collection procedure/source:

   Data will be collected as the seminars and individual orientation are conducted and will be maintained in an attendance log.

5. Frequency and timing of

   (a) collection:
   See above.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of individuals attending seminars and individual orientation during the reporting period will be counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of individuals attending seminars and individual orientation will be useful in planning future training ventures.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.2

INDICATOR NO. III.2.f

1. Indicator name:

   Percent of telephone inquiries handled within twenty-four hours.

2. Indicator type:

   Efficiency

3. Rationale:

   The percent of telephone inquiries handled within twenty-four hours is a measure of responsiveness and is a reasonable indicator.

4. Data collection procedure/source:

   The data will be collected from a daily tally of telephone inquiries for which a call-back was made.

5. Frequency and timing of

   (a) collection:
   The data will be collected daily.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The number of call-backs within twenty-four hours divided by the total number of inquiries requiring a call-back.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A high percentage for this indicator represents efficiency and responsiveness, whereas a low percentage indicates an area of our operations which would require corrective action.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.2

INDICATOR NO. III.2.g

1. Indicator name:

   Percent of written requests for guidance handled within seven days.

2. Indicator type:

   Efficiency

3. Rationale:

   The percent of written inquiries handled within ten days is a measure of responsiveness and is a reasonable indicator.

4. Data collection procedure/source:

   The data will be collected from a database tracking system for written inquiries for which written responses were prepared.

5. Frequency and timing of

   (a) collection:
   As responses to written inquiries are prepared and sent.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The number of written responses prepared and sent within ten days divided by the total number of written inquiries.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Inasmuch as this indicator is representative of actual work, management must consider the impact that written responses have upon productivity in order to remain responsive through effective planning and prioritization .

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.2

INDICATOR NO. III.2.h

1. Indicator name:

   Percentage of seminar attendees rating training as informative and helpful.

2. Indicator type:

   Quality

3. Rationale:

   It is valuable for planning future training programs to obtain an idea of the strengths and weaknesses of those programs.

4. Data collection procedure/source:

   Attendees will be asked to complete brief evaluation questionnaires, from which this data will be collected.

5. Frequency and timing of

   (a) collection:
   Upon completion of each seminar.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Totals will be calculated for various levels of satisfaction from which percentages will be derived.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The Office of State Examiner will use the information from these surveys to improve and plan future seminars.

PERFORMANCE INDICATOR MATRIX

GOAL III
OBJECTIVE III.3

OBJECTIVE III.3: To maintain, during each fiscal year through June 30, 2013, the percentage of Personnel Action Forms (PAFs) which must be returned to local jurisdictions to 1% of all PAF's reviewed, through training of local personnel and the development and distribution of interactive computer based tutorials.

Kind of Indicator	Performance Indicator
Input Indicator No. III.3.a	Number of personnel action forms received.
Output Indicator No. III.3.b	Number of personnel action forms reviewed for compliance with civil service law.
Outcome Indicator No. III.3.c	Number of personnel action forms returned to jurisdictions for correction.
Efficiency Indicator No. III.3.d	Percentage of PAFs reviewed which are returned for correction.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.3

INDICATOR NO. III.3.a

1. Indicator name:

Number of personnel action forms received.

2. Indicator type:

   Input

3. Rationale:

   The Office of State Examiner reviews personnel actions reported on these forms for compliance with provisions of civil service law, and, when necessary, provide advisory feedback to the civil service boards and appointing authorities so that appropriate corrective action may be taken.

4. Data collection procedure/source:

   A log is kept of personnel action forms as they are received in this office.

5. Frequency and timing of

   (a) collection:
   The personnel action forms are logged in as they are received.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total of personnel action forms received for a given period of time will be tabulated prior to the reporting period.

7. Definitions of any unclear terms:

   The personnel action form is a vehicle created by the Office of State Examiner by which the appointing authorities may report personnel actions in a standard format to local civil service boards. The local civil service boards, in turn, report the personnel actions to this office. Personnel actions reported on these forms include, but are not limited to appointment, promotion, demotion, suspension, termination, and leaves of absence

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of personnel action forms received by this office continues to increase. We must continue to look at the allocation of personnel to the function of reviewing and processing the personnel action forms, or explore other alternatives such as automation through scanning capabilities.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.3

INDICATOR NO. III.3.b

1. Indicator name:

Number of personnel action forms reviewed for compliance with civil service law.

2. Indicator type:

   Output

3. Rationale:

   Once the personnel actions are reported via the personnel action form, personnel within the Office of State Examiner review the actions taken vis-a-vis civil service law.

4. Data collection procedure/source:

   When personnel action forms are reviewed, the information is entered into a database.

5. Frequency and timing of

   (a) collection:
   Data is entered into the database at the time of review.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The number of personnel action forms reviewed will be an aggregate of those found to be in compliance with civil service law and those which found to be not in compliance and which must be returned to the local civil service board for corrective action.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    As we are a very small office, only one person is generally responsible for this critical function. However, it is sometimes necessary to divert personnel assigned to the function to other projects, which causes a backlog in unprocessed forms. When the number forms processed fails to keep pace with the number received, we must be prepared to realign duties and cross-train other personnel as necessary so that this critical function is not delayed past the point when timely advice will be valuable to those at the local level.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.3

INDICATOR NO. III.3.c

1. Indicator name:

Number of personnel action forms returned to jurisdictions for correction.

2. Indicator type:

Outcome

3. Rationale:

The reason for reviewing the personnel action forms is to provide a check that the personnel actions made at the local level are done in compliance with civil service law. The personnel actions returned indicate that the system is not operating at the local level as it should.

4. Data collection procedure/source:

A log is kept of personnel action forms returned to the jurisdictions.

5. Frequency and timing of

(a) collection:
A log is kept of personnel action forms returned to local civil service boards for corrective action at the time the from is returned.
(b) reporting:
Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

The number of personnel action forms returned by jurisdiction is tallied for an overall total.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

We are attempting to improve the error rate through education and training of personnel at the local level. The number of forms returned, and the reasons therefor, should guide our future education efforts.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.3

INDICATOR NO. III.3.d

1. Indicator name:

   Percentage of PAFs reviewed which are returned for correction.

2. Indicator type:

   Efficiency

3. Rationale:

   Our objective is to educate those responsible for operating the system at the local level so that a smaller percentage of personnel action forms must be returned for corrective action. It is therefore appropriate to examine the percentage of forms returned as an indicator of efficiency.

4. Data collection procedure/source:

   Explained in prior indicator.

5. Frequency and timing of

   (a) collection:
   Data for this indicator will be computed at the time of reporting.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Self explanatory.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Our efficiency in training the personnel at the local level is measured by this indicator. If we are not improving the manner in which personnel actions are made and reported in accordance with civil service law, we need to reexamine our training efforts and make changes as needed.

PERFORMANCE INDICATOR MATRIX

GOAL III
OBJECTIVE III.4

OBJECTIVE III.4: To increase service to jurisdictions and to applicants for employment in the system through the e-government concept by adding at least one new category each year through June 30, 2006.

Kind of Indicator	Performance Indicator
Input Indicator No. III.4.a	Number of informational categories on agency website.
Output Indicator No. III.4.b	Number of new informational categories added to website.
Outcome Indicator No. III.4.c	Number of visitors (hits) to website.
Outcome Indicator No. III.4.d	Percent increase in informational categories on website.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.4

INDICATOR NO. III.4.a

1. Indicator name:

   Number of informational categories on agency website.

2. Indicator type:

   Input

3. Rationale:

   Offering information on the agency website is a method of utilizing e-government technology to expand services and support to local jurisdictions.

4. Data collection procedure/source:

   The agency web support specialist will maintain an up-to-date list of the available informational categories.

5. Frequency and timing of

   (a) collection:
   Data will be collected as often as the website is updated.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of informational categories will be counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Informational categories posted to the agency's website provides a cost-effective service to persons seeking specific information. This promotes productivity of personnel who may otherwise be required to respond to routine telephone calls or letters of inquiry, and frees time for other necessary tasks.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.4

INDICATOR NO. III.4.b

1. Indicator name:

   Number of new informational categories added to website.

2. Indicator type:

   Output

3. Rationale:

   New informational categories added to the website improves the administrative support to local jurisdictions.

4. Data collection procedure/source:

   See previous indicator.

5. Frequency and timing of

   (a) collection:
   This data will be added as new categories are added to the website.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of categories added to the website will be counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    See previous performance indicator.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.4

INDICATOR NO. III.4.c

1. Indicator name:

Number of visitors (hits) to website.

2. Indicator type:

   Outcome

3. Rationale:

   This indicator is a measure of the usefulness of the website and its value as a source of information.

4. Data collection procedure/source:

   Data will be collected from a counter imbedded in the website.

5. Frequency and timing of

   (a) collection:
   Data will be collected and counted each time the website is accessed.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of visitors (hits) will be counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    This indicator will be helpful in planning future website categories.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.4

INDICATOR NO. III.4.d

1. Indicator name:

   Percent increase in informational categories on website.

2. Indicator type:

   Outcome

3. Rationale:

   This indicator is a measure of improvement in providing on-line administrative support.

4. Data collection procedure/source:

   The agency web support specialist will maintain an up-to-date count of the available informational categories, and determine the percentage increase.

5. Frequency and timing of

   (a) collection:
   Data will be updated as informational categories are added.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Percentage increases will be calculated for the reporting periods.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The percent increase in the number of informational categories on the agency's website is an indication of the continued efforts to improve administrative support through e-government technology. If no change or a decrease in this indicator occurs, other opportunities for improving on-line assistance should be explored.

APPENDIX C

LOUISIANA VISION 2020
COMPONENTS

STRATEGIC PLAN
FISCAL YEARS 2008-09 THROUGH 2012-13

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

APPENDIX C

LOUISIANA: VISION 2020 COMPONENTS

OBJECTIVES STRATEGIC PLAN 2008-09 through 2012-13	**OBJECTIVES *LOUISIANA: VISION 2020***
OBJECTIVE I.1: To improve the content validity of classification plan for each jurisdiction by assuring that each class description is supported by job analysis data not greater than five years old by June 30, 2013.	**OBJECTIVE 3.5 - To provide safe, vibrant, and supportive communities for all citizens.** Classification plans are instruments of employee selection which include the qualification requirements necessary to be appointed to positions in law enforcement and fire protection. Positions classified according to primary duties and responsibilities promotes order and efficiency of service and contributes to effective protection of citizens in communities..
OBJECTIVE I.2: By June 30, 2013, improve efficiency of service to local civil service boards by providing timely recommendations to civil service boards on needed class plan changes following all job analyses within ninety (90) days of receipt of job analysis information, and by providing updated class descriptions on changes adopted by boards within ten (10) days of receiving minutes of meeting.	**OBJECTIVE 3.5 - To provide safe, vibrant, and supportive communities for all citizens.** Improving the turnaround from completion of a job analysis to the final submission of an official class description contributes to more efficient administration of classified fire and police personnel.
OBJECTIVE II.1: By June 30, 2013, improve the validity of examinations developed by the Office of State Examiner so that candidates identified as eligible will have the knowledge and skills necessary to be placed in a working test period, and so that examinations administered will be legally defensible.	**OBJECTIVE 3.5 - To provide safe, vibrant, and supportive communities for all citizens.** By improving the validity of examinations administered by this office, local jurisdictions are provided a better pool of applicants from which to select for positions in law enforcement and fire protection. Valid tests which are predictive of success contribute to public safety and efficiency of service to our citizens.
OBJECTIVE II.2: By June 30, 2013, to provide examination scores to local civil service boards within 80 days from receipt of exam request despite an anticipated 50% increase in number of jurisdictions to which the system is applicable.	**OBJECTIVE 3.5 - To provide safe, vibrant, and supportive communities for all citizens.** By providing examination scores to local boards in a timely manner, our office becomes more responsive to the needs of local governments which must assure adequate staffing levels and deployment of public safety personnel.
OBJECTIVE II.3: Improve quality of examinations and efficiency of exam preparation by conducting a comprehensive review and update of all test questions in OSE database from which tests are drawn by June 30, 2013.	**OBJECTIVE 3.5 - To provide safe, vibrant, and supportive communities for all citizens.** Improving and maintaining a database of quality test items contributes to more efficient test administration procedures, resulting in better selection procedures that are more predictive of success of applicants for public safety positions.
OBJECTIVE III.1: To provide initial orientation by June 30, 2013, to local governing authorities in 27 new jurisdictions to which the system applies concerning the requirements of Municipal Fire and Police Civil Service Law, and assisting such entities in establishing civil service boards.	**OBJECTIVE 3.5 - To provide safe, vibrant, and supportive communities for all citizens.** Providing training and orientation to local authorities regarding compliance with the provisions of civil service law reduces errors in personnel administration and encourages adherence to the principles of merit, efficiency, and fitness. This contributes to order within public safety departments which, in turn, promotes safer communities.

OBJECTIVES **STRATEGIC PLAN** **2008-09 through 2012-13**	**OBJECTIVES** ***LOUISIANA: VISION 2020***
OBJECTIVE III.2: - **To improve service to jurisdictions through timely support to those involved in the operation of the system at the local level through telephone support, correspondence, seminars, individual orientation sessions, and revised training materials with interactive components by June 30, 2013**.	**OBJECTIVE 3.5 - To provide safe, vibrant, and supportive communities for all citizens.** Providing administrative support through various means of contact reduces errors in personnel administration and encourages adherence to the principles of merit, efficiency, and fitness. This also contributes to efficient service and protection.
OBJECTIVE III.3: - **To maintain, during each fiscal year through June 30, 2013, the percentage of personnel action forms (PAFs)which must be returned to local jurisdictions for correction at 1% of all PAFs reviewed, through training of local personnel and the development and distribution of interactive computer-based tutorials.**	**OBJECTIVE 3.5 - To provide safe, vibrant, and supportive communities for all citizens.** The Office of State Examiner is charged by Civil Service Law to provide advice and assistance to local jurisdictions in matters of personnel administration of fire and police personnel. Our ability to provide these services contributes to the improvement of the efficiency and accountability of governmental entities such as civil service boards, and appointing and governing authorities, including city councils, boards of aldermen, and fire boards of commissioners, which ultimately influences the quality of service in areas of public safety.
OBJECTIVE III.4: - **To increase service to jurisdictions and to applicants for employment in the system through the e-government concept by adding at least one new category each year through by June 30, 2013.**	**OBJECTIVE 3.5 - To provide safe, vibrant, and supportive communities for all citizens.** The development and use of e-government technology will improve the agency's ability to disseminate information efficiently and effectively in terms of both cost and productivity, and will also facilitate the application and employment opportunities to persons who wish to seek employment with law enforcement and fire departments under the Municipal Fire and Police Civil Service System.

APPENDIX D

LIST OF JURISDICTIONS/EMPLOYEES UNDER THE MUNICIPAL FIRE AND POLICE CIVIL SERVICE SYSTEM

STRATEGIC PLAN
FISCAL YEARS 2005-06 THROUGH 2009-10

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

JURISDICTIONS UNDER MUNICIPAL FIRE & POLICE CIVIL SERVICE
AS OF MAY 18, 2007

JURISDICTION	PARISH	POPULATION BASED ON 2000 CENSUS	NO. OF EMPLOYEES	
			FIRE	POLICE
Abbeville	Vermillion	11,887	36	42
Alexandria	Rapides	46,342	111	166
Ascension FPD (Gonzales)	Ascension	8,156	--	--
Ascension FPD #3 (Prairieville)	Ascension		9	
Baker	East Baton Rouge	13,793	20	34
Bastrop	Morehouse	12,988	47	41
Baton Rouge	East Baton Rouge	227,818	582	695
Bayou Cane FPD (Houma)	Terrebonne		--	--
Benton FPD #4	Bossier		21	
Bogalusa	Washington	13,365	42	66
Bossier City	Bossier	56,461	226	257
Bossier East Central F.P.D. #1 * (Haughton)	Bossier	2,792	--	--
Breaux Bridge *	St. Martin	7,8281	--	21
Caddo Parish FPD #1 (Blanchard)	Caddo	2,050	18	--
Caddo Parish FPD #2	Caddo			
Caddo Parish FPD #3 (Greenwood)	Caddo	2,458	19	--
Caddo Parish FPD #4 (Keithville)	Caddo		9	--
Caddo Parish FPD #5 (Shreveport)	Caddo		8	--
Caddo Parish FPD #6 (Keithville)	Caddo		4	--
Caddo Parish FPD #7 (Oil City)	Caddo	1,219	--	--
Caddo Parish FPD #8 * (Vivian)	Caddo	4,031	--	--
Calcasieu Parish FPD #1 (Moss Bluff)	Calcasieu		6	--
Calcasieu Parish FPD #2 (Carlyss Volunteer Fire Department)	Calcasieu		8	--
Central FPD #4 (Baton Rouge)	East Baton Rouge		18	--
Concordia F.P.D. #2 (Vidalia)	Concordia	4,543	1	--
Covington	St. Tammany	8,483	13	39
Crowley	Acadia	14,225	34	36
Denham Springs	Livingston	8,757	27	42

JURISDICTION	PARISH	POPULATION BASED ON 2000 CENSUS	NO. OF EMPLOYEES	
			FIRE	POLICE
DeRidder	Beauregard	9,808	17	27
DeSoto Parish FPD #8 (Mansfield)	DeSoto	5,582	16	--
Donaldsonville	Ascension	7,605	14	--
East Baton Rouge Parish FPD #3 (BR)	East Baton Rouge		7	--
East Baton Rouge Parish FPD #5 (BR)	East Baton Rouge		2	--
East Baton Rouge Parish FPD #6 (BR)	East Baton Rouge		16	--
East Baton Rouge Parish FPD #9 (Alsen)	East Baton Rouge		1	--
Eunice	St. Landry	11,499	12	34
Franklin	St. Mary	8,354	11	32
Gonzales	Ascension	8,156	22	41
Grant FPD #5 (Pollock)	Grant	376	--	--
Grand Caillou F.P.D. #4A * (Houma)	Terrebonne		--	--
Hammond	Tangipahoa	17,639	67	133
Harahan	Jefferson	9,885	14	39
Houma	Terrebonne	32,393	51	90
Iberia Parish FPD #1 (New Iberia)	Iberia		13	--
Jefferson Parish FPD (Metairie)	Jefferson		232	--
Jefferson Parish FPD #3 * (River Ridge)	Jefferson		--	--
Jennings	Jefferson Davis	10,986	11	38
Kenner	Jefferson	70,517	86	171
Lafayette	Lafayette	110,257	249	265
LaFourche Parish FPD #3	LaFourche		8	--
Lake Charles	Calcasieu	71,757	168	182
Leesville	Vernon	6,753	16	27
Lincoln FPD #1 (Vienna)	Lincoln	424	8	--
Livingston Parish FPD (Walker)	Livingston	4,801	9	--
Minden	Webster	13,027	14	36
Monroe	Ouachita	53,107	203	237
Morgan City	St. Mary	12,703	37	51

JURISDICTION	PARISH	POPULATION BASED ON 2000 CENSUS	NO. OF EMPLOYEES FIRE	POLICE
Natchitoches	Natchitoches	17,865	44	66
Natchitoches FPD #6 (Natchitoches)	Natchitoches		3	--
New Iberia	Iberia	32,623	64	1
Oakdale	Allen	8,137	5	15
Opelousas	St. Landry	22,860	46	75
Ouachita Parish FPD #1 (Monroe)	Ouachita		132	--
Pineville	Rapides	13,829	65	72
Plaquemine	Iberville	7,064	21	32
Pointe Coupee FPD #4 * (Livonia)	Pointe Coupee	1,339	--	--
Rapides Parish FPD #2 (Alexandria)	Rapides		55	--
Rapides FPD #3 (Tioga)	Rapides		4	--
Rapides FPD #4 (Pineville)	Rapides		2	--
Rapides FPD #7 (Ruby-Kolin)	Rapides		2	--
Rayne	Acadia	8,552	--	29
Ruston	Lincoln	20,546	48	47
St. Bernard Parish FPD #1-2	St. Bernard		105	--
St. George FPD (Baton Rouge)	East Baton Rouge		136	--
St. Helena FPD #4*	St. Helena		--	
St. John the Baptist Parish FPD (LaPlace, Reserve, Garyville, St. John Westside)	St. John the Baptist		26	--
St. Landry Parish FPD #1 (Krotz Springs)	St. Landry	1,219	9	--
St. Landry Parish FPD #2 (Port Barre)	St. Landry	2,287	7	--
St. Landry Parish FPD #3 (Opelousas)	St. Landry		38	--
St. Martinville	St. Martinville	6,989	--	18
St. Tammany Parish FPD #1 (Slidell)	St. Tammany	25,695	132	--
St. Tammany Parish FPD #2 (Madisonville)	St. Tammany	677	8	--
St. Tammany Parish FPD #3 (LaCombe)	St. Tammany		13	--
St. Tammany Parish FPD #4 (Mandeville)	St. Tammany	10,489	94	--

JURISDICTION	PARISH	POPULATION BASED ON 2000 CENSUS	NO. OF EMPLOYEES	
			FIRE	POLICE
St. Tammany Parish FPD #7 * (Pearl River)	St. Tammany	1,839	--	--
St. Tammany Parish FPD #8 (Abita Springs)	St. Tammany	1,957	4	--
St. Tammany Parish FPD #11 * (Pearl River)	St. Tammany	1,839	--	--
St. Tammany Parish FPD #12 (Covington)	St. Tammany		31	--
St. Tammany Parish FPD #13 * (Goodbee)	St. Tammany		--	--
Scott	Lafayette	7,870		21
Shreveport	Caddo	200,145	582	558
South Bossier FPD #2 * (Elmgrove)	Bossier		--	--
Sulphur	Calcasieu	20,512	61	69
Tallulah*	Madison	9,189	–	--
Tangipahoa Parish FPD #1 (Amite)	Tangipahoa	4,110	19	--
Terrebonne FPD #10	Terrebonne		5	
Ville Platte	Evangeline	8,145	16	37
Washington Parish FPD #7	Washington		2	--
West Baton Rouge Parish FPD #1 * (Port Allen)	West Baton Rouge	5,278	--	--
West Baton Rouge Parish FPD #2 (Brusly)	West Baton Rouge	2,020	1	--
West Baton Rouge Parish FPD #4 * (Lobdell)	West Baton Rouge		--	--
West Feliciana FPD #1	West Feliciana		2	
West Monroe	Ouachita	13,250	40	78
Westwego	Jefferson	10,763	12	25
Winnfield	Winn	5,749	6	40
Zachary	East Baton Rouge	11,275	14	50
TOTALS			4,397	4,075
TOTAL FIRE AND POLICE EMPLOYEES			8,472	

***** These civil service boards have not been sworn in.

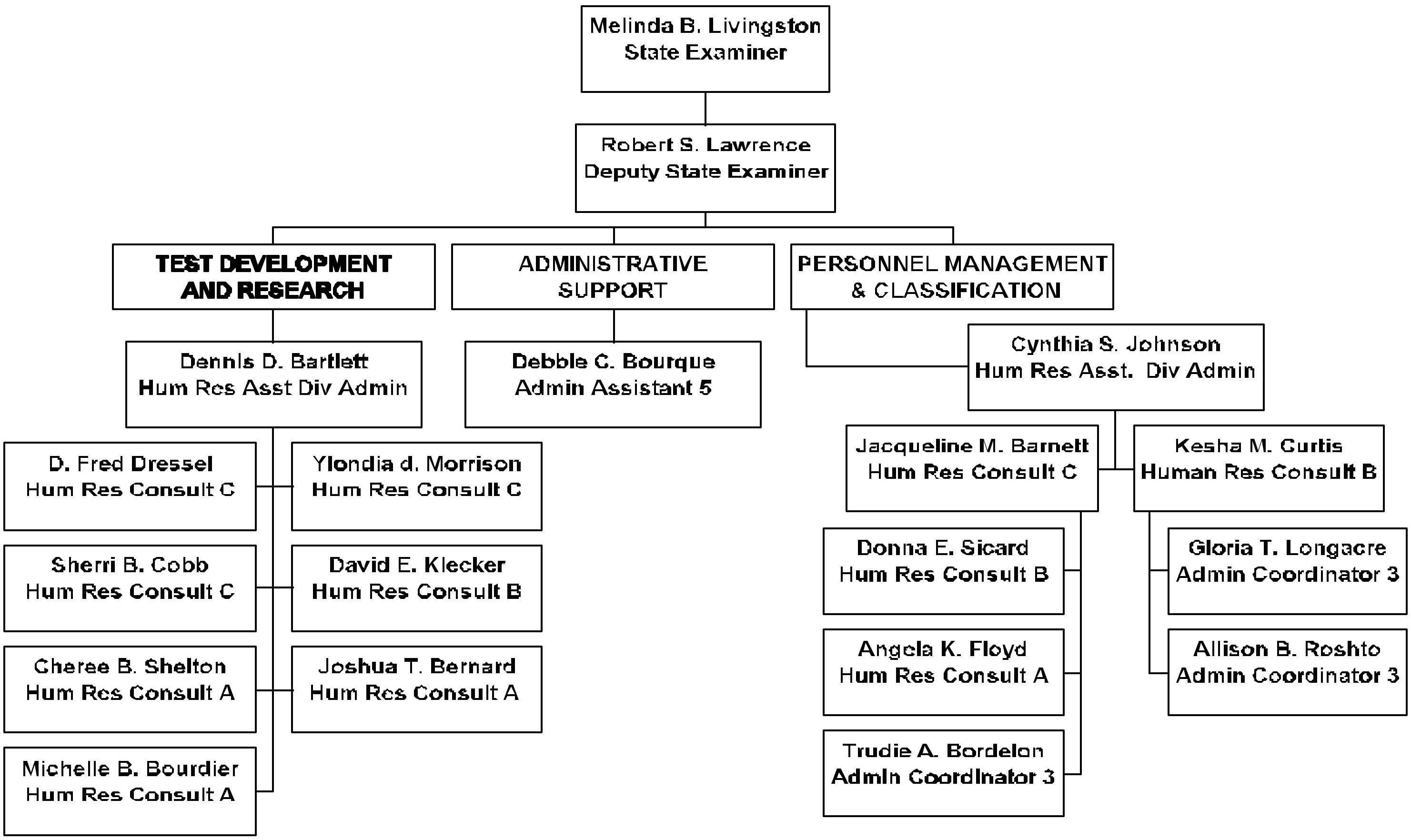
APPENDIX E

ORGANIZATIONAL CHART
FOR
OFFICE OF STATE EXAMINER

STRATEGIC PLAN
FISCAL YEARS 2008-09 THROUGH 2012-13

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE



ORGANIZATIONAL STRUCTURE
OFFICE OF STATE EXAMINER
MUNICIPAL FIRE & POLICE CIVIL SERVICE